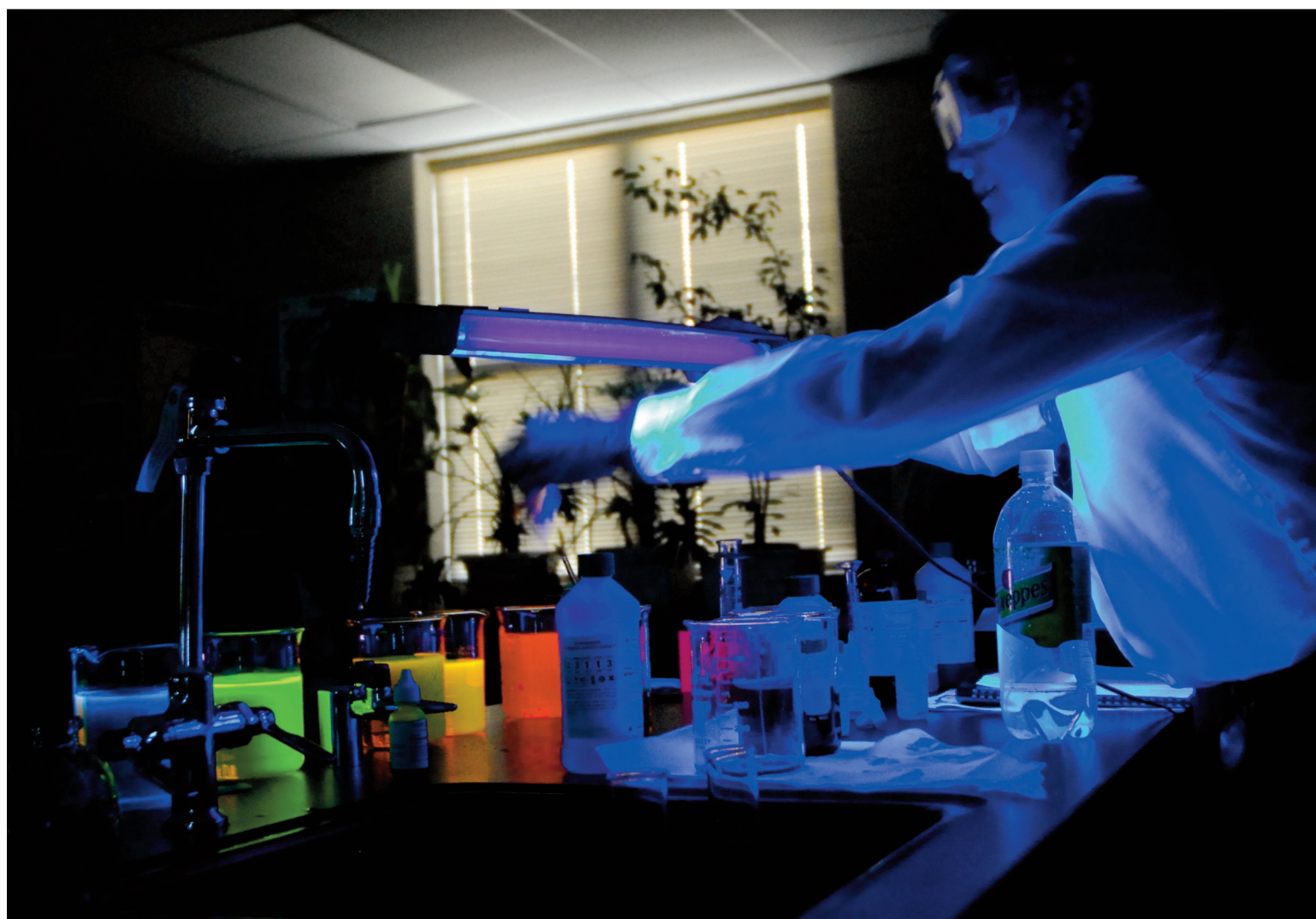




District Budget Fiscal Year 2012-2013

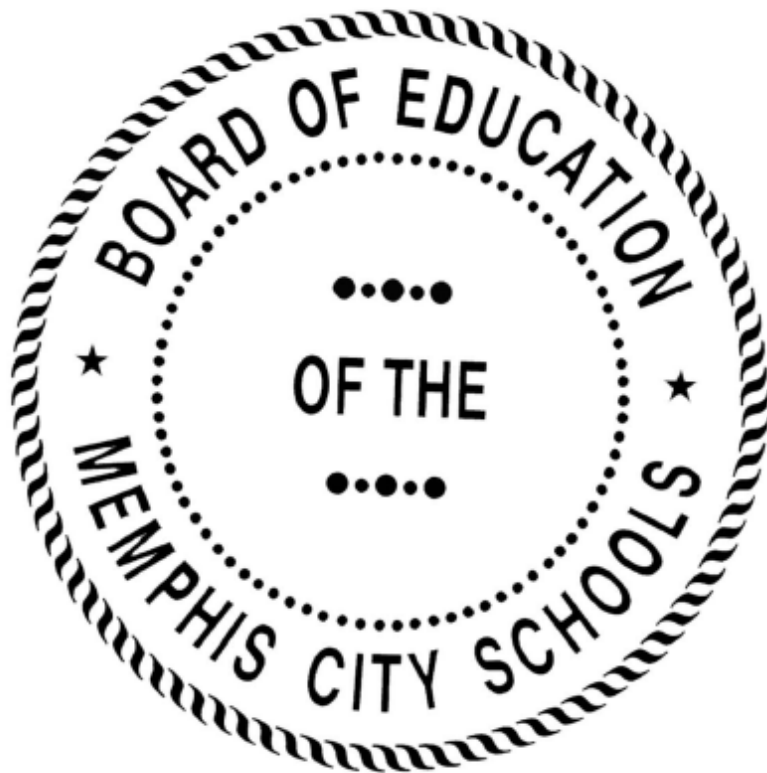


2597 Avery Avenue/Memphis, TN
(901) 416-5300
Memphis, Tennessee/Shelby County
www.mcsk12.net

**Memphis City Schools
Memphis, Tennessee**

**District Budget
Fiscal Year 2012-13**

Prepared by:
Memphis City Schools
Finance Department



June 26, 2012



Citizens and Board of Commissioners
Memphis City Schools
Memphis, TN

The Memphis City Schools (the “District”) Proposed Budget for fiscal year 2012-13 is the District’s financial plan that will guide the Board, staff and stakeholders in working towards the District’s mission: “High Academic Achievement for all Students”.

The District is proud to publish and distribute budget information to the Board of Commissioners and to our community. This budget represents the culmination of many meetings both administratively and publicly to discuss planned programming and current issues within the schools.

The format of the General Fund budget has been prepared with a focus on educational and operational programs, MCS Reform Agenda, strategic goals, performance measures, and results. The document is structured in the following manner: Introductory, Organizational, Financial, and Informational Sections. The Financial Section - General Fund is organized into four major areas: The Board of Education Services, Superintendent, Deputy Superintendent for Academics, Operations, Technology & Innovations (AOTI) and Deputy Superintendent for Business Operations (BOLT). The departments and divisions that currently report directly to these four areas are included in the respective sections. The Special Revenue Budget includes a narrative of the program followed with the budget.

The budget document and the year-end Comprehensive Annual Financial Report (CAFR) are the primary sources used to present the District’s financial plan and results of operations.

The FY13 General Fund budget totals \$901,799,827, representing a 1.9% increase over the FY12 appropriation of \$884,738,673. When rising benefits and salaries are taken into account, as well as four new charter schools, the Teacher Effectiveness Initiative reserve requirement increasing, and the substantial loss of federal and state dollars, MCS would require approximately \$947 million next year to maintain level services.

The Fiscal Environment

The most challenging economic conditions in more than a generation have magnified the already intense financial pressures on our budget. The federal stimulus has ended, and Congress has not reauthorized \$23 million in education jobs funding that supported several school-based positions in FY12.

Even before the recession began in 2008, we knew we would have to confront at least four major trend lines drawing resources away from our classrooms:

- **Healthcare:** MCS’ implementation of a Medicare Supplement will result in savings compared to FY12. Given the fact that benefits consume approximately 20 percent of our General Fund budget, this is a significant accomplishment.
- **Salary Increases:** Salaries represent 60 percent of our General Fund budget and are increasing. Approximately 85 percent of MCS employees are represented by a bargaining unit. Adjustments are difficult even during economic emergencies. The step-and-lane system, potential state mandated cost of living adjustments and longevity pay mean that most of our employees receive



at least two types of salary increases every year, regardless of the economy. These increases come with no consideration of student performance or budget challenges. In FY13, we project a \$7.5 million increase in employee step increases; this is before adjustments, cuts or positions being eliminated. This is also, why the proposed *Compensation Reform Study* is so critical at this time.

- **Transportation:** Across the city, students rely on bus transportation to get to school every day. Transportation costs are expected to rise by \$1.4 million in FY13 for the general education population and \$1.4 million for the special education population.
- **Charter Schools:** The cap has been lifted off charter schools and more students are expected to move into public charter schools, which means more money diverted from community schools. This requires MCS to become more competitive even as our relative resources decline.

FY2013 budget details: Closing the gap

After initial budget submissions by staff, a series of large group, small group and individual sessions were held to strategically re-examine the District's operations (academic and business) to identify additional opportunities for efficiencies and savings. During the process of budget review, staff identified areas for investments to the General Fund. This budget reflects the consensus choices and tradeoffs made by members of this administrative team who have worked very closely together for the past four months - with my direction and involvement - to develop this proposed budget.

Our proposal to close the gap included four major strategies.

Delayed investments:

- *Renegotiated and eliminated the TEI reserve requirement for Fiscal Year 2012-13*
- *Disaster Recovery - Information Technology investment delayed*

Management efficiencies:

- *Eliminated 75 Custodial positions*
- *Eliminated 21 Behavioral Specialist positions*
- *Approval to close three elementary schools*
- *Identified resources in the FY 2012 budget to fund a portion of textbooks needed in FY 2013*
- *Identified additional cost efficiencies in transportation*

Strategic use of external funds to ensure continuity, focus and alignment:

- *Title I funding for Interventionists; previously funded by Edujobs*
- *RTTT is absorbing partial funding for "Ed Plan", and "ThinkShow!"*

Investments:

- *World Language Proficiency Testing*
- *Piano and string instrument repair*
- *Behavioral Analysts (four)*
- *Social Studies professional development, supplies and materials*
- *Whistle blower hotline*
- *New programming for C19 TV that provides information to viewers about issues such as Teen Dating, Bullying, Teen Pregnancy, and Underage Drinking*
- *Employee record scanning*



Planned use of Fund Balance

The District's FY13 budget includes \$33.5 million in planned use of fund balance. The District began FY12 with approximately \$45.6 million in unassigned fund balance, net of the BEP reservation. The statutory requirement of the BEP reservation is calculated based upon 3% of next year's General Fund expenditures. After adjustments to the BEP reservation, the use of fund balance towards the FY13 General Fund budget will leave 1.3% unassigned. The unassigned fund balance coupled with the BEP reservation equates to 4.3%. This is an industry standard fund balance percentage for a district of our size and complexity and complies with MCS Board Policy 2.201 *Fund Balance and Expenditure of Funds*.

Budget Challenges

This year, we face new challenges and opportunities as the financial and academic landscape shifts again as we continue to prepare for the merger. The District will have to be nimble and react as additional information is received. Some challenges still outstanding are as follows:

Charter Schools: Shelby County Board of Education denied 17 amended charter applications on November 22, 2011, citing that the approval of the schools would have a substantial negative fiscal impact on the district. The District has received a letter from the State Treasurer overturning the Board's decision. The District is awaiting the final determination from the State Board of Education.

ASD: The Achievement School District announced their turnaround school strategy on Monday, February 27, 2012. The full impact on the MCS budget is still unknown as we continue to negotiate many of the backend services such as, transportation, food services, technology, custodial and maintenance. District administration feels comfortable that it will be able to realign the existing budget to accommodate any fiscal impact.


In Fiscal Year 2012-13 and beyond, the District will continue to face a challenging revenue environment and a structural deficit due to step increases and other non-controllable costs. Therefore, we are reviewing the following and will make recommendations to reduce future expenditures in the short and long term:

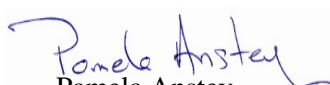
- School support services staffing
- Vocational Education Review
- Special Education Review
- Transportation – exploring 3 tier routes
- Additional school closures proposals


We appreciate your support of public education and the Memphis City Schools. A stable funding plan, with built-in growth from all of our funding sources, is absolutely essential to help us transform the District and better prepare our students to excel against emerging national and global academic standards.

Acknowledgments: The preparation of this document was accomplished through the commitment, dedication, and tireless effort of the entire Department of Finance. We would also like to extend our thanks to all school District personnel who assisted in the preparation of this document.

Respectfully submitted,


Kriner Cash, Ed.D.
Superintendent


Pamela Anstey
Chief Financial Officer


Alicia J. Lindsey
Director, Budget Services

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Association of School Business Officials International®



This Meritorious Budget Award is presented to

Memphis City Schools

For excellence in the preparation and issuance
of its school system budget
for the Fiscal Year 2011-2012.

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For the Fiscal Year Beginning

July 1, 2011

Linda C. Dandson Jeffrey R. Emer

President

Executive Director

The Government Finance Officers Association of the United States and Canada (*GFOA*) presented a Distinguished Budget Presentation Award to Memphis City Schools, Tennessee for its annual budget for the fiscal year beginning July 1, 2011. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device.

This award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to *GFOA* to determine its eligibility for another award.

Format and Organization of the District's Budget

As the Table of Contents illustrates, this book divides the budget information into four major sections: Introductory, Organizational, Financial and Informational.

The **Introductory Section** includes a list of District officials, a District-wide organizational chart, an Executive Summary and general information about Memphis City Schools.

The second section, the **Organizational Section**, presents information on the financial structure of the District and financial policies and laws affecting this budget.

The **Financial Section** includes major revenue sources, trends and expenditure categories. Financial statements are presented both combined and by individual funds. The fund types included are the General Fund, Capital Improvement Plan, Special Revenue Funds and Internal Service Funds.

The *General Fund* is organized into four major areas as illustrated by the table of contents: The Board of Education Services, Superintendent, Deputy Superintendent for Academics, Operations, Technology & Innovations and Deputy Superintendent for Business Operations. The departments and divisions that currently report directly to these four areas are included in the respective sections.

The General Fund includes a presentation of each function supported by General Fund dollars including details on how departments present their specific missions and goals, issues and trends, prior year performance highlights and significant budgetary issues in the current year.

The District illustrates this information by program budget which includes a description of the function and whether it is legally mandated. If so, the legal reference or statute is provided. Some program budgets provide information on program changes. Most program budgets provide information on the function's goals, objectives and measures. Staffing levels indicate the full-time equivalent (FTE) number of permanent full-time positions for that program. Part-time and temporary position information is not included. Some program budgets may appear to have a budget that is inconsistent with the staffing level. This is attributable to the function having budgeted dollars associated with part-time personnel, stipends, supplements or overtime costs.

The Financial Section also illustrates the relationship between the District's functional structure and the State of Tennessee's reporting requirements (functions). The departmental overviews and program budgets are organized by executives who are responsible for the respective budgets.

The *Capital Projects* section includes descriptions and other relevant information on major capital projects.

The *Special Revenue* section lists grants and positions for the Categorically-Aided Funds. The Food Service Fund also includes a Departmental Overview.

The *Internal Service Funds* includes information on our business-like activities that the District provides. These funds are considered self-supporting in that the services rendered by them are

Format and Organization of the District's Budget concl'd

generally financed through user charges or on a cost reimbursement basis. The District has two Internal Service Funds.

The **Informational Section** presents supplemental information about Memphis City Schools, the City of Memphis and the County of Shelby. The District does not levy taxes; however, data on assessed values, tax rates, collections and the impact of taxes on taxpayers have been included for informational purposes. We have provided detailed information on enrollment by school, projected enrollment for future years, prior year and current staffing levels for all funds and relevant demographic and statistical information. A glossary of terms and acronyms is included which will assist the reader in understanding the document.

**Memphis City Schools
Fiscal Year 2012-13**

FAST FACTS

District Facts

218

School/Location
Sites



Schools	165
Elementary Schools	100
Middle Schools	33
High Schools	32

Adult High Schools	3
Alternative Programs	14
Career & Technology Centers	4
Charter Schools	29
Special Education Centers	3

**National Board
Certified Teachers**



192



**I Teach. I Am.
(TEI Initiative)**

Teachers	6,568.5
Principals	184.5
Assistant Principals	156

FY13 General Fund
Budget

\$902 Million

Student Facts

Academic and
Athletic Scholarships
offered to class of
2011

\$178 Million



104,829

Student Enrollment
(projected for 2012-13)



22

**2012 National
Merit Scholarship
Program—
Semifinalists**

Students' Ethnic Distribution

African-American	87,008
Caucasian	8,281
Hispanic	7,862
Asian-Pacific Islander	1,468
Native American/Alaskan	210

\$8,603 per pupil expenditures

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INTRODUCTORY SECTION

The Introductory Section of the budget includes the following information:

- I. BOARD OF COMMISSIONERS
- II. ADMINISTRATION
- III. PROFILE OF THE SCHOOL DISTRICT
- IV. LOCAL ECONOMIC OUTLOOK
- V. PROFILE OF THE CITY OF MEMPHIS, TENNESSEE
- VI. EXECUTIVE SUMMARY
 - A. Vision, Mission, Strategic Goals and Core Beliefs
 - B. Budgetary Highlights
 - C. Revenues
 - D. Budget Development and Administration
 - E. Enrollment
 - F. Staffing Levels
 - G. Financial Overview
 - H. Benchmarks and Performance Results
 - I. Awards and Recognitions

I. BOARD OF COMMISSIONERS

On December 20, 2010, the Memphis City Board of Commissioners voted to surrender Memphis City Schools' Charter. Tennessee Code Annotated required that a referendum be held. Memphis voters ratified the Board's decision to transfer the administration of Memphis City Schools to Shelby County Schools on March 8, 2011. Shelby County Schools filed a complaint for declaratory judgment on February 11, 2011, and United States District Judge Samuel "Hardy" Mays ruled on August 8, 2011, that Memphis City Schools will cease to exist at the conclusion of the 2012-13 school year. In addition, he also ruled that the current Shelby County School Board was "unconstitutional". In order to cure the unconstitutionality of the County School Board, the parties agreed on a Memorandum of Understanding that allowed the current nine Memphis City School Board members, the seven Shelby County Board members and seven board members that were appointed by the Shelby County Board of Commissioners to govern both Districts during the transition period.

The merger must take place by the beginning of the 2013-2014 school year. At that time, MCS will cease to exist and the unified Shelby County Schools will be governed by the newly elected members of the Shelby County Board of Education.

In order to remain in compliance with the Norris-Todd law (Tennessee Senate bill 25), a 21 member transition team was appointed by the Memphis City Schools Board of Commissioners, Shelby County School Board, the Mayor of Shelby County, the Governor of Tennessee and the Speaker of the Tennessee House. The Transition Planning Commission was established to produce a transition plan to aid the consolidation of the two districts which will be submitted to the Shelby County Board of Education and the Tennessee Department of Education for approval.

Board Work Sessions are normally scheduled on the next to last Tuesday of every month with Regular Board Meetings of the Board scheduled for the last Tuesday of every month. Both meetings are held in the auditorium at the Teaching and Learning Academy Building of Memphis City Schools, 2485 Union Avenue, at 5:30 PM. The meetings are open to the public, and the Regular Board Meeting is televised on cable channel 19.

In elections on August 2, 2012, the appointed school board members were replaced during the regularly scheduled county-wide election. After the election, a District 3 elected seat and a District 5 elected seat became vacant. These positions are from the previous seven-member Shelby County Board of Education. The Shelby County Board of Commissioners will make appointments to fill the two vacant seats.

The newly elected seven district school board representatives are:

District 1:	Christopher Caldwell
District 2:	Teresa D. Jones
District 3:	David Reaves
District 4:	Kevin Woods
District 5:	David A. Pickler
District 6:	Reginald Porter, Jr.
District 7:	William "Billy" Orgel

I. BOARD OF COMMISSIONERS (concl'd)

COMMISSIONER	DISTRICT	TERM EXPIRATION
William "Billy" Orgel, Chairman	District 7 Commissioner (Appointed)	8/31/2012
Dr. Jeff S. Warren, Vice-Chairman	District 5 Commissioner (Elected)	8/31/2013
Christopher Caldwell	District 1 Commissioner (Appointed)	8/31/2012
Dr. Snowden Carruthers	District 1 Commissioner (Elected)	8/31/2013
Ernest L. Chism	District 7 Commissioner (Elected)	8/31/2013
Joseph A. Clayton	District 4 Commissioner (Elected)	8/31/2013
Stephanie Gatewood	District 1 Commissioner (Elected)	8/31/2013
Diane L. George	District 6 Commissioner (Elected)	8/31/2013
Tomeka R. Hart	District 7 Commissioner (Elected)	8/31/2013
Martavius D. Jones	District 4 Commissioner (Elected)	8/31/2013
Teresa D. Jones	District 2 Commissioner (Appointed)	8/31/2012
Vanecia Kimbrow, ESQ	District 4 Commissioner (Appointed)	8/31/2012
Sara L. Lewis	District 6 Commissioner (Elected)	8/31/2013
Betty J. Mallott	District 2 Commissioner (Elected)	8/31/2013
Raphael McInnis	District 3 Commissioner (Appointed)	8/31/2012
David A. Pickler	District 5 Commissioner (Elected)	8/31/2013
Reginald Porter, Jr.	District 6 Commissioner (Appointed)	8/31/2012
David Reaves	District 3 Commissioner (Elected)	8/31/2013
Patrice Jordan Robinson	District 3 Commissioner (Elected)	8/31/2013
Dr. Kenneth T. Whalum, Jr.	Commissioner At-Large Position 2 (Elected)	8/31/2013
Dr. Freda Williams	Commissioner At-Large Position 1 (Elected)	8/31/2013
Mike Wissman	District 2 Commissioner (Elected)	8/31/2013
Kevin Woods	District 5 Commissioner (Appointed)	8/31/2012

II. ADMINISTRATION

Superintendent	Dr. Kriner Cash
Director, Internal Audit	Melvin T. Burgess II
General Counsel	Dorsey Hopson II Esq.
Deputy Superintendent, Academic Operations, Technology & Innovation	Vacant
Deputy Superintendent, Business Operations	Hitesh Haria
Chief of Staff	Dr. John R. Barker
Chief Financial Officer	Pamela Anstey
Chief of School Operations	Dr. Roderick Richmond
Chief of Schools Safety, Security & Emergency Management	Gerald Darling
Chief Contracting Officer	Sybillie Noble
Executive Director, Federal Programs, Grant & Compliance	Marjorie Douglas
Executive Director of Student Support	Wayne Booker
Executive Director, Exceptional Children & Health Services	Dr. Patricia Toarmina
Executive Director, Research, Evaluation & Assessment	William E. White
Interim Executive Director, Human Resources	Cerita Butler
Executive Director, Facilities Management	Brian Shipp
Executive Director, Policy, Strategic Planning & Community Relations	Thelma Crivens
Executive Director, Communications Marketing & Community Engagement	Staci C. Franklin
Director, Business Systems, Accountability & Performance Improvement	Alexander Sasfras

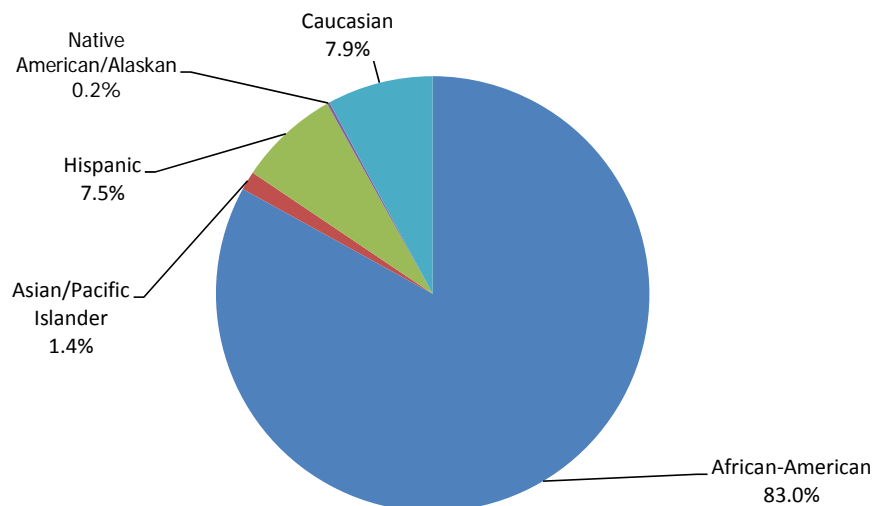
III. PROFILE OF THE SCHOOL DISTRICT

In 1826, the Memphis school system was established. In 1848, a group of citizens converted the system to a privately run chartered system. During this same year, the city adopted a system of free schools in four educational wards for a cost of \$2 per student. In each ward, there was one teacher in one rented schoolroom. By 1852, 13 schools were formed with city and county tax dollars. The creation of these tax dollars in 1854 paved the way for children who could not afford the tuition at privately run schools. In 1868, the City of Memphis began supporting free public education to all children who resided in Memphis. As a result, the City erected Cummings and Klondike Elementary in 1902. These schools are the oldest schools still in use by Memphis City Schools. In 1920, 20,364 students were enrolled in the Memphis public school system. The public school system grew through a series of annexations.

Prior to Jan. 24, 1973, the majority of Memphis City Schools practiced segregation. Nonetheless, court-ordered busing was instituted to help integrate the schools during the same year. As a result, many parents withdrew their children from the Memphis City Schools system in favor of private schools. That January, 7,532 students withdrew from the public school district.

Citizens Against Busing, an activist group, opened five provisional private schools to accommodate students whom were waiting to be accepted into Memphis private schools.

MCS is Tennessee's largest school district and the 23rd largest public school system in the United States. For Fiscal Year 2012-13, the District has budgeted for approximately 104,829 students in grades kindergarten through grade 12. Based upon the 2011 Report Card, the student demographic is 83 percent African American, 7.9 percent Caucasian, 7.5 percent Hispanic and 1.6 percent other races and nationalities.



The District has budgeted for over 6,500 teachers in Fiscal Year 2012-13. Memphis City Schools has more National Board Certified Teachers than any other school district in the State.

The District is comprised of a total of 218 schools, which include a number of regular schools, charter schools, career and technology centers (CTCs), special education centers (SPEDs) and alternative schools. Each classroom is Internet-wired to support high-tech learning and instructional methods. The District has 44 schools which are Optional Schools or offer Optional Programs that provide parents choices in selecting a public education that best fits their child's talents and abilities. In addition, MCS has 205 pre-kindergarten classrooms; 53, of which, are within community partner locations. The majority of the District's schools are accredited by the Southern Association of Colleges and Schools.

III. PROFILE OF THE SCHOOL DISTRICT (concl'd)

Memphis City School's Timeline

1826	<ul style="list-style-type: none"> • Receives school charter • 1st recorded school opens
1833	<ul style="list-style-type: none"> • 2nd city school opens
1848	<ul style="list-style-type: none"> • 1st free school opens, named Third & Overton for its location and a 2nd free school opens at Main & Overton; • System of free schools is adopted
1852	<ul style="list-style-type: none"> • Treasury imposes city school tax rate to fund 13 schools
1854	<ul style="list-style-type: none"> • County school tax rate is imposed
1868	<ul style="list-style-type: none"> • City of Memphis begins to support public schools for black students
1873	<ul style="list-style-type: none"> • The first recorded black public school, Clay Street School, is founded
1891	<ul style="list-style-type: none"> • The first class graduates from a black public high school
1902	<ul style="list-style-type: none"> • MCS builds Cummings and Klondike Elementary schools for white and black students, respectively
1920	<ul style="list-style-type: none"> • Enrollment reaches 20,364
1950	<ul style="list-style-type: none"> • First recorded black public school closes its doors
Pre-1973	<ul style="list-style-type: none"> • Segregation is practiced in most Memphis City Schools
1973	<ul style="list-style-type: none"> • Court-ordered busing is instituted to help integrate the schools; in January alone, more than 7,500 white students withdraw from the public school district
1988	<ul style="list-style-type: none"> • Memphis City Schools has 162 school buildings
1997	<ul style="list-style-type: none"> • Enrollment reaches 108,000 students
2004	<ul style="list-style-type: none"> • Memphis City Schools has 191 schools
2010	<ul style="list-style-type: none"> • Memphis City Schools Board of Commissioners votes to surrender the District's Charter
2011	<ul style="list-style-type: none"> • US District Judge Samuel "Hardy" Mays declares that Memphis City Schools will cease to exist at the conclusion of the 2012-13 school year

IV. LOCAL ECONOMIC OUTLOOK

As of December 2011, Memphis is performing better than the nation in terms of annual employment growth, while its performance in terms of short-run employment growth, the unemployment rate, the issuance of building permits and annual house price growth is less favorable than the nation's. The following five points illustrate these assessments:

Annual Changes in Employment

By the end of October, Memphis' nonfarm payroll employment was 1.4 percent higher than last year, while the national employment was 1.2 percent higher than last year.

Short-term Changes in Employment

Between August and October, Memphis' local employment decreased by an average rate of 0.1 percent per month, while the nation's employment increased at an average rate of 0.1 percent per month.

Unemployment Rate

In Memphis, the unemployment rate decreased slightly, falling from 10.5 percent in July to 10.4 percent in October. Despite this improvement, Memphis' unemployment rate was 1.4 percent higher than the 9 percent rate registered for the nation at the close of October.

Building Permits

The number of building permits issued in the Memphis Zone from the beginning of 2011 through October was 25.2 percent lower than the number issued during the same months of 2010. This fall contrasts with the approximately constant number of building permits issued in the nation as a whole during the same period.

House Prices

At the close of the third quarter, housing prices were 5.4 percent lower in the Memphis Zone compared with the same time last year. This fall was larger than the fall registered in the nation as a whole, where house prices have fallen 4.3 percent over the past year.

With the exception of the third quarter of the 2010, Memphis' recession-related decline in employment – centered at approximately January 2009 – was similar to the nation's decline. The state of Tennessee lost about 220,000 jobs in the economic downturn; Memphis lost 60,000. The state has recovered about one-fourth of its lost jobs, while Memphis has recovered about one-sixth.

Employment growth by sector during the past 12 months distinguishes general trends from sector-specific trends in Memphis' economic performance. In Memphis, total nonfarm employment rose by 1.4 percent with respect to one year ago, while employment rose 1.2 percent in the nation. The three largest sectors in Memphis are Trade, Transportation and Utilities; Government; and Education and Health, accounting for 27 percent, 15 percent and 14 percent of Memphis area employment, respectively. Growth in these three sectors was 1.8 percent, -.6 percent and 3.4 percent, respectively. Sectoral employment changes in Memphis were mixed with 5 of 10 sectors increasing employment, 4 of 10 sectors decreasing employment, and 1 of 10 sectors with constant employment. The Natural Resources, Mining, and Construction sector, which accounts for 4 percent of total employment, had the best performance (6.6 percent), while the Information sector, which accounts for 1 percent of total employment, had the largest decrease (-3.1 percent).

Employment expansion has been mixed in the Memphis Zone. Memphis experienced mild employment growth in goods-producing activities (1.72 percent) and service-providing activities (1.38 percent). The unemployment rate in Memphis (10.4 percent) is at least 1 percentage point high than the nation's registered rate (9.0 percent).

IV. LOCAL ECONOMIC OUTLOOK (concl'd)

For several quarters before the national recession, which started in 2007, personal income growth in Tennessee was roughly the same as the nation. Between the second quarter of 2010 and the second quarter of 2011, personal income grew 2.5 percent in Tennessee, compared with 2.9 percent in the nation.

At the close of October 2011, housing activity in the Memphis Zone has generally been weaker in terms of both building permits and home prices compared with the same time last year. The weak housing market in Memphis likely will see economic recovery lag behind gains in other areas and the nation in general. In the year-to-date number of total building permits, Memphis experienced a decline of 25.2 percent. The contractions in Memphis' housing prices (5.4 percent) have also been greater than the 4.3 percent decline registered for the United States.¹

On the manufacturing side, projections state that U.S. revenues will increase 7.5 percent and capital investments will increase nearly 18 percent. Much of the manufacturing has emerged from the economic downturn and is experiencing significant growth. Capacity utilization is back to typical levels and manufacturers are significantly investing in their business.

Manufacturing industry health is critical to the Memphis area because it represents 43,200 employees, or 7.1 percent of the workforce, according to December 2011 data from the Tennessee Department of Labor and Workforce Development.

Memphis manufacturing activity has been booming recently, most notably thanks to the pending construction of major new facilities by Mitsubishi Electric Power Products Inc, Electrolux and the purchase of an existing facility for City Brewing Co.²

V. PROFILE OF THE CITY OF MEMPHIS, TENNESSEE

Memphis is located on the east bank of the Mississippi River in the southwest corner of Tennessee. Memphis is the State's largest city and the county seat of Shelby County. The corporate limits contain 343 square miles, representing 45 percent of the total land area of Shelby County. Memphis ranks as the 18th largest city in the nation. The 2010 population was 646,889 according to the 2010 Census.

The City of Memphis was incorporated as a city in 1826. Memphis operated under a commission form of government from 1909 until January 1, 1968. At that time, a Mayor-Council form of government was established. The City Council is composed of thirteen representative citizens who are elected for four-year terms. Six council members are elected at large in multi-member districts, with territorial boundaries determined by dividing the City in half with each multi-member districts, with each multi-member districts consisting of three (3) council member numbered positions. The remaining seven (7) council members are elected by single member districts, numbered 1-7. The Council elects its own chairperson, exercises legislative powers, approves budgets and establishes the tax rate. The Mayor is elected to a four-year term. The Mayor carries out the policies of the City and appoints City board members, officers and division directors, with Council approval. The Mayor may veto action of the City Council, but a simple majority vote of the City Council can override any veto.¹

Memphis is home to world famous Beale Street, the Memphis in May music/barbeque festival and Graceland. The FedEx World Hub and major hubs for UPS and DHL are located in Memphis. Memphis is known worldwide as: Memphis America's Aerotropolis. The Grizzlies National Basketball Association and Redbirds AAA baseball teams call Memphis home.

¹Current Economic Conditions in the Eighth Federal Reserve District Memphis Zone ² Memphis Business Journal

³City of Memphis Fiscal Year 2012 Adopted Operating Budget, pg. 5

VI. EXECUTIVE SUMMARY

A. VISION, MISSION, STRATEGIC GOALS AND CORE BELIEFS

VISION

MCS will be an internationally competitive urban school system that produces well-rounded, high-achieving students.

MISSION

Academic Achievement: #1

STRATEGIC GOALS

Student Achievement: Accelerate the academic performance of all students.

Accountability: Establish a holistic accountability system that evaluates the academic, operational and fiscal performance of the District.

Parent & Community Involvement: Build and strengthen family and community partnerships to support the academic and character development of all students.

Healthy Youth Development: Create a school community that listens to students' input and promotes student leadership and healthy youth development.

Safety & Discipline: Maintain a positive, safe and respectful environment for all students.

Diversity: Create a school community that is sensitive and responsive to the needs of an increasingly diverse population.

CORE BELIEFS

1. We **believe** in and **commit** to **ALL** children achieving at high global academic standards.
2. We **believe** in and **commit** to respecting and embracing cultural, social, intellectual and economic diversity and empowering **ALL** students and staff to reach their full potential.
3. We **believe** that school culture and staff have a profound impact on student achievement and **commit** to hiring and supporting quality teachers, principals and staff.
4. We **believe** school safety is essential for a productive teaching and learning environment and **commit** to providing safe schools.
5. We **believe** in and **commit** to being a high-performing organization that establishes a culture of continuous improvement, transparency and accountability at all levels.
6. We **believe** that strong public support is essential for **ALL** students to excel and **commit** to developing productive and mutually beneficial family, District and community partnerships.
7. We **believe** that good health is critical to high performance and **commit** to improving the physical, mental and emotional well-being of **ALL** students and staff.

VI. EXECUTIVE SUMMARY (cont'd)

B. BUDGETARY HIGHLIGHTS

General Fund - Fund 1

The District continues to face a challenging revenue environment while the cost of doing business continues to rise. Funding from the City of Memphis has declined since Fiscal Year 2007 due to declining enrollment. As a result, the District continues to use fund balance. The District plans to use \$33.6 million of unassigned fund balance to balance the Fiscal Year 2013 budget.

At the onset of the budget development, the District faced an \$80M budget gap in the General Fund. The source of funds' gap was derived from a \$2.4M shortage in revenue and a reduction of \$18.3M related to planned use of fund balance in the Fiscal Year 2011-12 budget. The expenditure gap was made up of non-controllable salary step increases, health insurance premium increases, contracted services, two newly approved charter schools and contractual grade structure changes in existing charter schools and the Teacher Effectiveness Initiative (TEI) reserve requirement.

The Superintendent convened his cabinet members in several budget retreats where they participated in budget transformation trade off exercises. The exercises were designed so that each MCS Reform Agenda Program or initiative was examined based upon cost, achievement or results and number of students impacted. In addition, methods of service delivery were re-examined and changes were recommended. Examples of savings generated from the retreat are:

- Identified savings in the FY 2012 budget to fund a portion of textbooks needed for FY 2013
- Reduced Charter school budget using agreed upon enrollment figures
- Identified cost efficiencies in transportation
- Eliminated 21 Behavioral Specialists
- Eliminated 75 12 Month 5 Hour Custodial positions (46.875 FTEs)
- Eliminated Memphis Literacy Program
- Shifted funding for "Ed Plan", "If I Had a Hammer" and "ThinkShow!" to other sources
- Renegotiated and eliminated the TEI reserve requirement for Fiscal Year 2012-13
- Closure of three elementary schools

Cabinet members reviewed grants that are ending to determine if they should be retained and funded with General Fund dollars. In addition, cabinet members reviewed all investments to determine if they should be funded. Examples of initiatives and investments approved during the retreat are:

- World Language Proficiency Testing
- Piano and string instrument repair
- Behavioral Analysts (4)
- Social Studies professional development, supplies and materials
- Whistle blower hotline
- New programming for C19 TV that provides information to viewers about issues such as Teen Dating, Bullying, Teen Pregnancy and Underage Drinking
- Employee record scanning

VI. EXECUTIVE SUMMARY (cont'd)**B. BUDGETARY HIGHLIGHTS (cont'd)****General Fund - Fund 1 (concl'd)**

The Governor of Tennessee included a 2.5% salary increase for state workers in his 2012-13 budget, which includes all certificated staff. Historically, the district has included classified workers in cost of living increases. The District estimates the cost of the COLA to be \$10.3 million net of revenue and it has been budgeted for all employees.

Capital Improvement Plan - Fund 2

MCS received a direct allocation of \$49,710,000 in Qualified School Construction Bonds (QSCBs) for calendar year 2010. QSCBs are authorized by the Federal government through the American Recovery and Reinvestment Act (ARRA) of 2009 and are issued through the Tennessee State School Bond Authority (Authority). MCS is one of the three Tennessee school systems included in the 100 school districts nationally with the largest number of school-aged children living below the poverty line, which made MCS eligible for the direct allocation.

The State has the authority to issue QSCBs as taxable bonds where the issuer will receive a direct payment subsidy from the United States Treasury in respect of the stated interest coupon. The direct subsidy to the issuer will be in an amount equal to the lesser of the interest rate paid on the bonds or the credit rate as of the date of the bond sale. Shelby County Government has agreed to pledge their full faith, credit and unobligated State-shared taxes to the repayment of the loans from QSCB proceeds on behalf of MCS.

The general requirements for the use of QSCBs are:

- construction, rehabilitation or repair of public school facilities
- acquisition of land for a QSCB-funded construction project
- equipment to be used in connection with a QSCB-funded project

Memphis City Schools will fund the following projects with the 2010 QSCBs:

• Cromwell Elementary Addition/Renovation	\$1.6 million
• Denver Elementary Addition/Renovation	2.9 million
• Grandview Elementary New Gym & ADA	2.6 million
• New South East Region Elementary School	15.7 million
• Various critical deferred maintenance projects	5.2 million

To meet the requirement of spending all bond proceeds and interest earnings within the required time frame, MCS has identified projects that exceed the direct allocation. This will allow the District to reallocate residual dollars from projects that are under budget, along with interest earnings to various critical deferred maintenance projects already approved by the Authority.

The District does not maintain a bond amortization schedule for the QSCBs since the County repays it on the District's behalf.

VI. EXECUTIVE SUMMARY (cont'd)**B. BUDGETARY HIGHLIGHTS (cont'd)****Categorically-Aided
Non-Federal Programs - Fund 4**

Teacher Effectiveness Initiative: Pursuant to the aggressive reform agenda in the 2008-09 academic year, MCS received \$90 million over a seven-year period from the Bill & Melinda Gates Foundation to implement our Teacher Effectiveness Initiative beginning in Fiscal Year 2009-10. The Teacher Effectiveness Initiative is foundational to the reform agenda. Fiscal Year 2012-13 is the fourth year of this multi-year grant, and marks the inaugural year of district-wide implementation. Our Teacher Effectiveness Initiative is focused on what matters most for our students: their teachers. Effective teachers have always been essential to students' success and never more so than today, with higher State standards and an increasingly competitive global economy. Many of our students are fortunate to have terrific teachers, and we must strive to ensure that *every* classroom is led by an effective teacher in order to graduate every student college and/or workforce ready.

MCS is one of four school systems selected to receive the significant, multi-year support from the Bill & Melinda Gates Foundation focused on empowering effective teaching. This intensive partnership provides tremendous financial and non-financial support that will greatly accelerate our Teacher Effectiveness Initiative. Additionally, our District has obtained and will continue to seek significant local philanthropic support needed to fully implement our Teacher Effectiveness Initiative.

MCS and the City of Memphis are in the national spotlight and at the forefront of this educational reform effort. Most important, however, is the fact that Memphis City Schools is committed to doing everything possible to ensure that all of our students benefit from effective teaching.

The Teacher Effectiveness Initiative focuses on four main strategies:

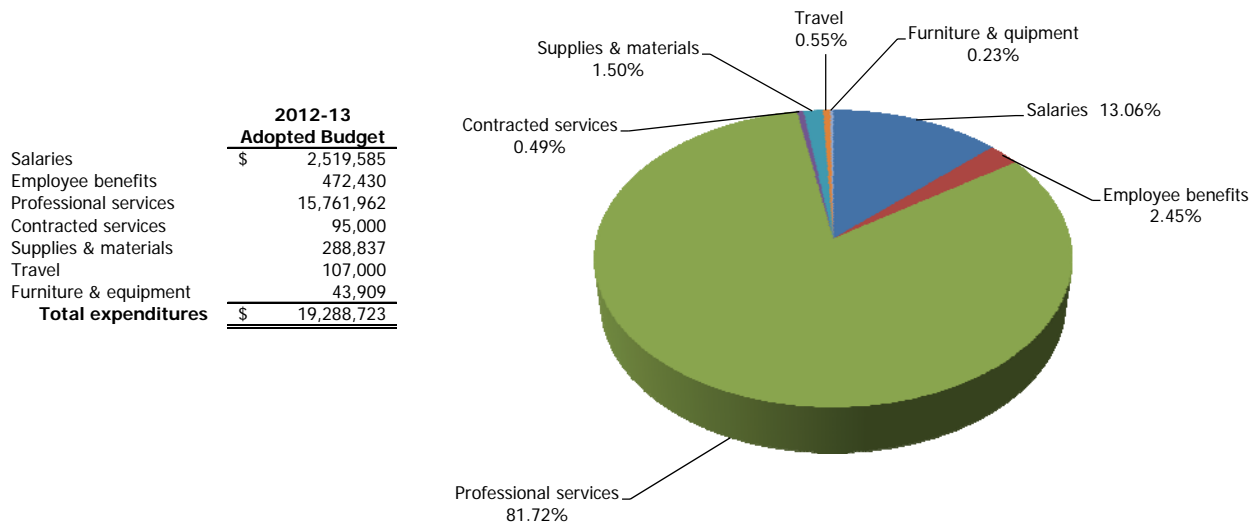
1. We will use a common, agreed-upon process to define and measure what we deem to be effective teaching.
2. We will make smarter decisions about who teaches our students.
3. We will better support, utilize and compensate our teachers.
4. We will improve the surrounding contexts for teachers and students to foster effective teaching.

VI. EXECUTIVE SUMMARY (cont'd)

B. BUDGETARY HIGHLIGHTS (cont'd)

The Fiscal Year 2012-13 budget for the Teacher Effectiveness Initiative is \$19,288,723. Additional information concerning the Teacher Effectiveness Initiative can be found on the District's website: <http://www.mcstei.com/>

Memphis City Schools Teacher Effectiveness Initiative Fiscal Year 2012-13



VI. EXECUTIVE SUMMARY (cont'd)**B. BUDGETARY HIGHLIGHTS (cont'd)****Categorically-Aided
Federal Programs - Fund 6**

The State of Tennessee was one of two states awarded funding under the Obama administration's \$4.35 billion Race to the Top competition in the first round. Race to the Top has sparked a nationwide scramble among states to prove which is championing the most robust changes. Forty states and the District of Columbia applied for the grants. Tennessee was awarded \$500,000,000.

Under the leadership of the Board and Superintendent, MCS has initiated a number of major strategic projects to elevate students' educational achievement. The hallmarks of the administration include a bold new human capital strategy, a pre-k through grade 12 curriculum overhaul, a robust online professional development system and development of a comprehensive school turnaround strategy. The District's Teacher Effectiveness Initiative, notably, provided a foundation to Tennessee's winning First to the Top plan. Collaboration with the Memphis Education Association (MEA) has been vital to the District's capacity to develop a comprehensive and multi-dimensional plan. Now, with funds from First to the Top ready to flow to districts, MCS has developed a plan to accelerate the human capital strategy and to drive achievement toward world-class standards by transforming all schools, while focusing resources and intensive attention on targeted schools needing the greatest support. The situation is primed for success – with aligned policy leadership from the Board and the State Legislature, an ongoing collaborative relationship with the MEA, strong data systems for instruction, curricular options and formative assessments tied to world-class standards. It is a strategy to turn around struggling schools with the expertise of local and national partners. MCS has an unprecedented opportunity to provide the children of Memphis a world-class public education and to provide the citizens of Memphis the basis upon which to transform the metropolis into a city of choice. MCS was awarded \$68,000,000 in Fiscal Year 2010-11 (over four years) from the State of Tennessee for First to the Top.

The Fiscal Year 2012-13 budget for First to the Top is \$16,382,608. Additional information concerning First to the Top can be found on the District's website: <http://www.mcsk12.net/SOW/SOW.pdf>.

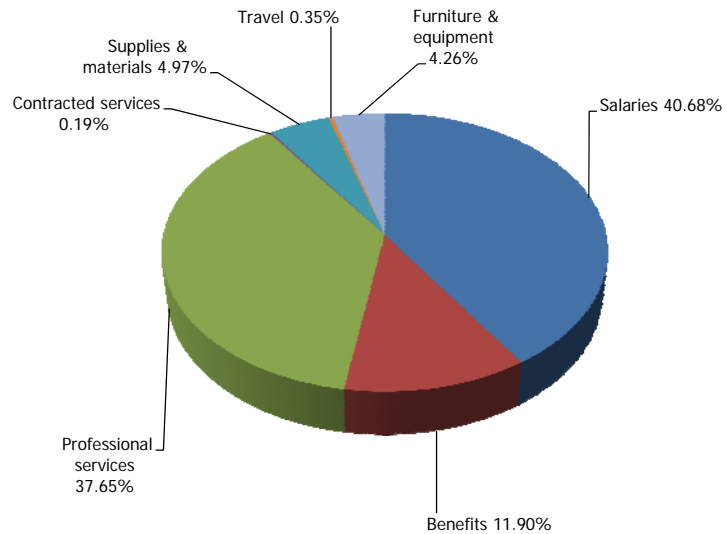
VI. EXECUTIVE SUMMARY (cont'd)

B. BUDGETARY HIGHLIGHTS (concl'd)

Categorically-Aided Federal Programs - Fund 6 (concl'd)

Memphis City Schools First to the Top Fiscal Year 2012-13

	2012-13 Adopted Budget
Salaries	\$ 6,662,997
Employee benefits	1,950,264
Professional services	6,168,796
Contracted services	31,089
Supplies & materials	813,733
Travel	57,627
Furniture & equipment	698,102
Total expenditures	\$ 16,382,608



VI. EXECUTIVE SUMMARY (cont'd)

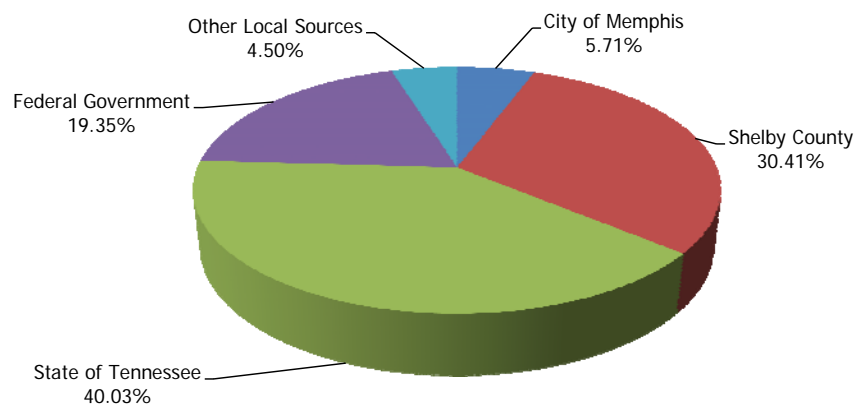
C. REVENUES

As a special school district, MCS has four major revenue sources: local taxes, County bonds, State equalization assistance and Federal, State and local grants and reimbursements. MCS is unique since it receives funding as a special school district from the City of Memphis per its charter and from the County of Shelby per the District's equalization share.

The main sources of revenue for the District, which represent 40.03 percent of total revenue, are derived from State sources such as the Basic Education Program, Career Teacher Program, etc. The Basic Education Program monies are the District's share of all State funds excluding Medicare Reimbursement, Career Ladder, Driver Education, 21st Century Classrooms and some mental health funds. The second largest revenue source is derived from Shelby County, comprising approximately 30.41 percent of the District's revenue. The remaining revenue is derived from the Federal government, City of Memphis and other local sources.

Memphis City Schools Highlights of the 2012-13 Adopted Budget Revenues (All Funds)

	2011-12 Amended Budget	2012-13 Adopted Budget	Percentage of 2012-13 Budget	Percentage Increase (Decrease)
City of Memphis	\$ 68,407,842	\$ 64,878,782	5.71%	-5.16%
Shelby County	345,235,034	345,185,228	30.41%	-0.01%
State of Tennessee	449,440,279	454,323,294	40.03%	1.09%
Federal Government	257,693,434	219,679,132	19.35%	-14.75%
Other Local Sources	49,527,444	54,736,016	4.50%	10.52%
Totals	\$ 1,170,304,033	\$ 1,138,802,452	100.00%	-2.69%



VI. EXECUTIVE SUMMARY (cont'd)

D. BUDGET DEVELOPMENT AND ADMINISTRATION

Budgets are developed to support District goals and strategic objectives. Budgets are prepared annually on a basis consistent with generally accepted accounting principles for the General Fund, Capital Projects Fund, Categorically-Aided Funds and Food Service Fund. The adopted annual budget serves as the foundation for the District's financial planning and control. Enrollment projections drive staffing and expenditure allocations for schools and are developed in October to begin the budgeting process.

The budget process consists of the following factors:

Planning and Compilation: The Superintendent and Internal Budget Committee involve appropriate staff members in the budget planning process. Budget planning is related to the District's goals, objectives and programs. It includes an assessment of existing programs and an examination of alternative program possibilities.

Requests: Based upon the educational plan, as approved by the Board, estimates of the appropriations needed to finance the educational program are made. These budgetary estimates are then summarized, supported and recommended to the Board.

Priorities: An integral part of the budget preparation procedure is projecting revenues. If a program's needs or requests are in excess of the funds available, priorities must be determined by the Board and Superintendent.

Presentation to the Board and Publication: The proposed budget must be submitted to the Board along with a statement describing the major objectives of the educational programs to be undertaken by the District during the Fiscal Year.

Hearings: A review or hearing of the budget takes place at a Board meeting. At the meeting, the Board reviews the proposed budget and elicits from the citizenry constructive suggestions for improving the budget or hears any objections to the proposed budget prior to its final adoption.

Responsibility for Administering: The budget is managed by the Superintendent.

Methods and Procedures: The Superintendent is guided in the responsibility of budget management by the limitations as established by State law, budgetary restrictions and the policies as established by the Board. Management is responsible for maintaining budgetary controls to ensure that budgets are in compliance with the legal provisions of the State of Tennessee and within the annual appropriations adopted by the Board. Detailed line item budgetary reports are provided to the appropriate managers who have been delegated the responsibility for monitoring and controlling their respective budget allocations. The District's financial accounting system allows budget managers online access to their budget, expenditure and encumbrance information. An encumbrance system is utilized to measure the uncommitted funds available. Budgets are revised throughout the year to appropriately address variances that occur in enrollment, revenues, expenditures and unforeseen events.

VI. EXECUTIVE SUMMARY (cont'd)**D. BUDGET DEVELOPMENT AND ADMINISTRATION (concl'd)**

In order to be fiscally accountable, the budget development process focuses on the re-engineering of processes and realignment of functional assignments for greater efficiency and improved performance. Functional cost centers are charged with implementing measures for continuous improvement and seeking new revenue generators. A prudent review of alternative funding sources is emphasized to maximize and consolidate all resources.

Funding levels are reviewed to ensure compliance with Federal and State maintenance of effort requirements. An activist approach is taken in the budget development process. Typically, a thorough mid-year review is performed on each function's current year expenditures and operations to guide the development of the budget. Management then determines if funds should be realigned or redirected to another area. All line item costs are substantiated as adding value to the District or meeting State and Federal mandates. Each budget is scrutinized for potential cost savings. Additional dollars to support the academic agenda are approved in certain cost centers whenever offset by efficiency savings in another cost center.

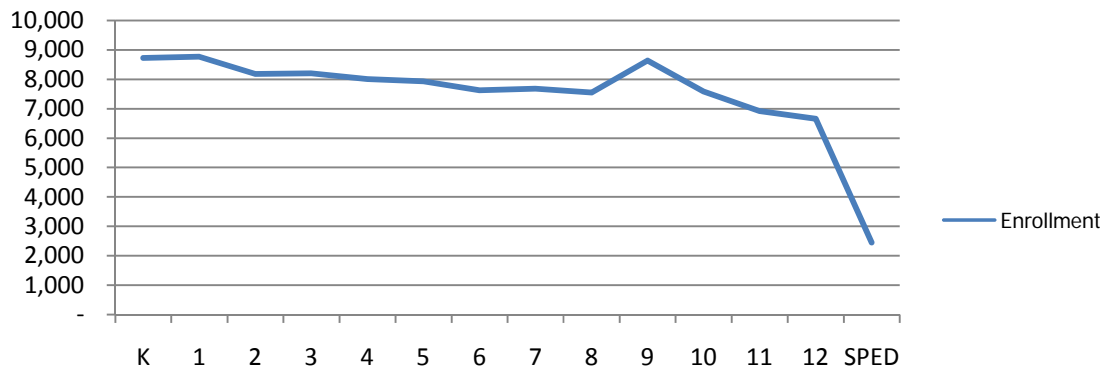
VI. EXECUTIVE SUMMARY (cont'd)

E. ENROLLMENT

The District's enrollment projections for Fiscal Year 2012-13 estimate that the District will serve 104,829 students in grades kindergarten through grade 12; a decrease of 1.49 percent over the prior year's projection of 106,417.

2012-13 Projected Enrollment by Grade Level

Grade	Enrollment
K	8,714
1	8,762
2	8,178
3	8,198
4	8,001
5	7,920
6	7,623
7	7,675
8	7,547
9	8,634
10	7,581
11	6,907
12	6,650
SPED	2,439
Totals	104,829



Memphis City Schools has experienced declining enrollment the last several years at an average of 1,840 students per year, from Fiscal Year 2007-08 through Fiscal Year 2011-12. The District expects this enrollment trend to continue.

VI. EXECUTIVE SUMMARY (cont'd)**F. STAFFING LEVELS**

The District's Fiscal Year 2012-13 budget includes 13,012.04 full-time employees and 19.5 part-time positions. Staffing requirements for schools are determined by the use of a staffing model based on projected enrollment, the opening/closing of schools and other relevant factors.

	Budgeted 2012-13
Full-Time Employees	
Officials/Administration/Management	102.18
Principals	184.50
Assistant Principals, Non-Teachers	156.00
Elementary Classroom Teachers	2,740.50
Secondary Classroom Teachers	1,803.50
Other Classroom Teachers	2,024.49
Guidance	242.00
Psychological	77.00
Librarian/Audiovisual	187.00
Consultants/Supervisors	65.00
Other Professional	440.52
Teachers' Aides	1,289.00
Technicians	207.99
Clerical/Secretarial	727.36
Service Workers	2,444.00
Skilled Crafts	186.00
Laborers - Unskilled	135.00
Total	13,012.04
Part-Time Staff Employees	
All Others	19.50
Total	19.50
Total Employees	13,031.54

VI. EXECUTIVE SUMMARY (cont'd)

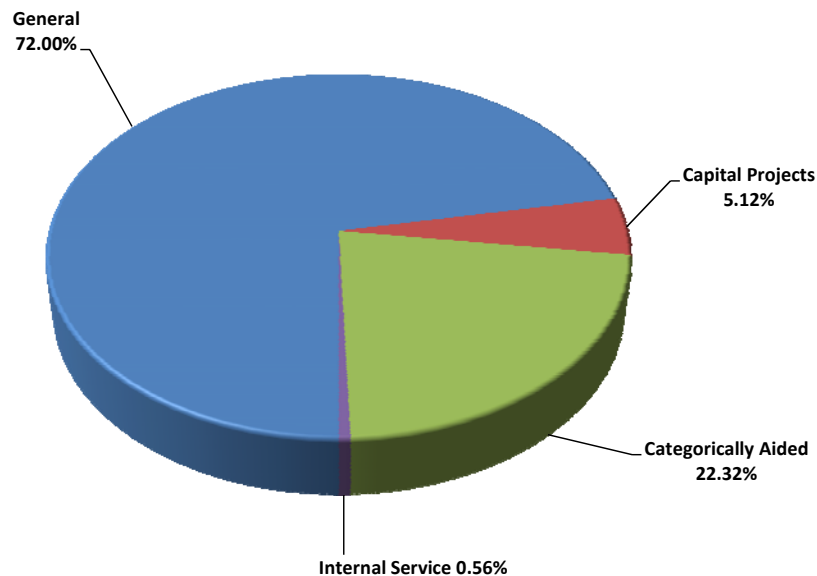
G. FINANCIAL OVERVIEW

The District projects to start Fiscal Year 2012-13 with \$129,087,618 of total fund balance (unaudited). With \$1,138,802,452 in budgeted revenues and \$1,189,091,691 for budgeted expenditures, the District projects to end Fiscal Year 2012-13 with approximately \$78,798,379 in total fund balances (before reserves).

Memphis City Schools Highlights of the 2012-13 Adopted Budget Summary of Fund Balance (All Funds)

Funds	Fund Balances July 1, 2012	Revenues	Expenses or Expenditures	Fund Balances June 30, 2013
General	\$ 90,261,680	\$ 868,270,767	\$ 901,799,827	\$ 56,732,620
Capital Projects	18,912,590	33,461,952	48,340,664	4,033,878
Categorically Aided	19,470,471	234,623,241	236,504,708	17,589,004
Internal Service	442,877	2,446,492	2,446,492	442,877
Total	<u>\$ 129,087,618</u>	<u>\$ 1,138,802,452</u>	<u>\$ 1,189,091,691</u>	<u>\$ 78,798,379</u>

2012-13 Projected Ending Fund Balances



**VI. EXECUTIVE SUMMARY (cont'd)****G. FINANCIAL OVERVIEW (cont'd)**

Memphis City Schools
Highlights of the 2012-13 Adopted Budget
Fund Balances / Net Assets

FUND NAME	Actual Balance 6/30/2011	Projected Balance 6/30/2012	FY11-12 % Change	FY13 Proposed Planned Use	Projected Balance 6/30/2013	FY12-13 % Change
General Fund (1)	\$ 120,595,643	\$ 90,261,680	-25.15%	\$ (33,529,060)	\$ 56,732,620	-37.15%
Capital Projects Fund (2)	44,943,744	18,912,590	-57.92%	(14,878,712)	4,033,878	-78.67%
Special Revenue Funds						
Categorically-Aided Non-Federal (3)	10,610,888	2,564,388	-75.83%	(1,881,467)	682,921	-73.37%
Categorically-Aided Federal	-	-	0.00%	-	-	0.00%
Food Service Fund	21,451,083	16,906,083	21.19%	-	16,906,083	0.00%
Internal Service Funds						
Printing Services	354,796	354,796	0.00%	-	354,796	0.00%
Supply Chain Management	88,081	88,081	0.00%	-	88,081	0.00%
Total All Funds	<u>\$ 198,044,235</u>	<u>\$ 129,087,618</u>	<u>34.82%</u>	<u>\$ (50,289,239)</u>	<u>\$ 78,798,379</u>	<u>-38.96%</u>

FY2013 Significant changes:

- (1) The General Fund decrease in fund balance is primarily due to rising salary and benefit cost, the addition of four new charter schools and reduction in City of Memphis revenue.
- (2) The Capital Projects budget will require the use of approximately 78.67% of fund balance. The reduction in fund balance in the Capital Projects fund is directly related to projects that span over a period of years for which revenue was received in previous years.
- (3) The use of fund balance is carryover from the prior year as some of the grants are multi-year grants that cross fiscal years.

VI. EXECUTIVE SUMMARY (cont'd)

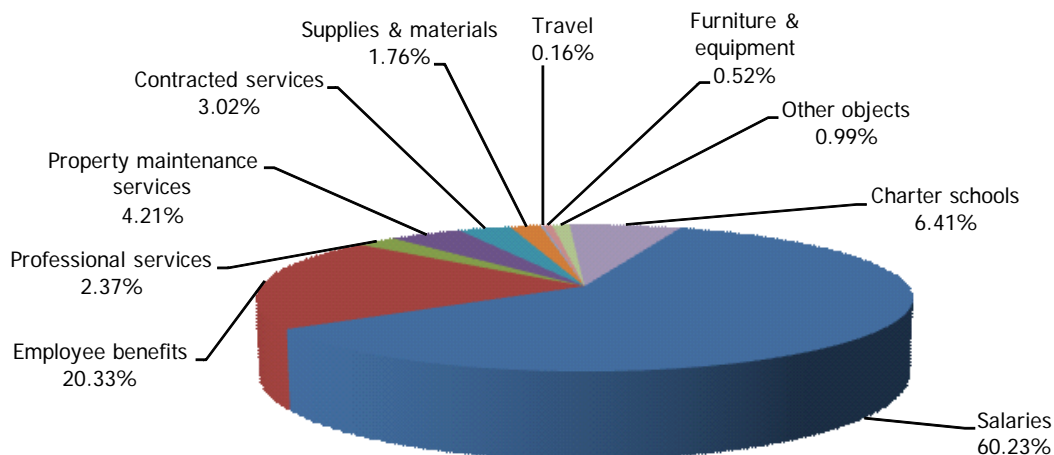
G. FINANCIAL OVERVIEW (cont'd)

The following charts and tables represent summaries of Fiscal Year 2012-13 budgeted expenditures for the General Fund, Capital Projects Fund, Special Revenue Funds and Internal Service Funds.

Memphis City Schools Highlights of the 2012-13 Adopted Budget Expenditures General Fund – Fund 1

	2011-12 Amended Budget	2012-13 Adopted Budget	Percentage of 2012-13 Budget	Percentage Increase (Decrease)
Salaries	\$ 532,172,621	\$ 543,036,878	60.23%	2.04%
Employee benefits	179,679,709	183,336,727	20.33%	2.04%
Professional services	20,340,501	21,406,037	2.37%	5.24%
Property maintenance services	37,973,747	37,960,215	4.21%	-0.04%
Contracted services	24,395,419	27,223,482	3.02%	11.59%
Supplies & materials	19,189,567	15,894,846	1.76%	-17.17%
Travel	1,406,697	1,469,221	0.16%	4.44%
Furniture & equipment	5,027,842	4,710,466	0.52%	-6.31%
Other objects	13,410,985	8,971,589	0.99%	-33.10%
Charter schools	51,141,585	57,790,366	6.41%	13.00%
Totals	\$ 884,738,673	\$ 901,799,827	100.00%	1.93%

2012-13 Adopted Budget General Fund Expenditures



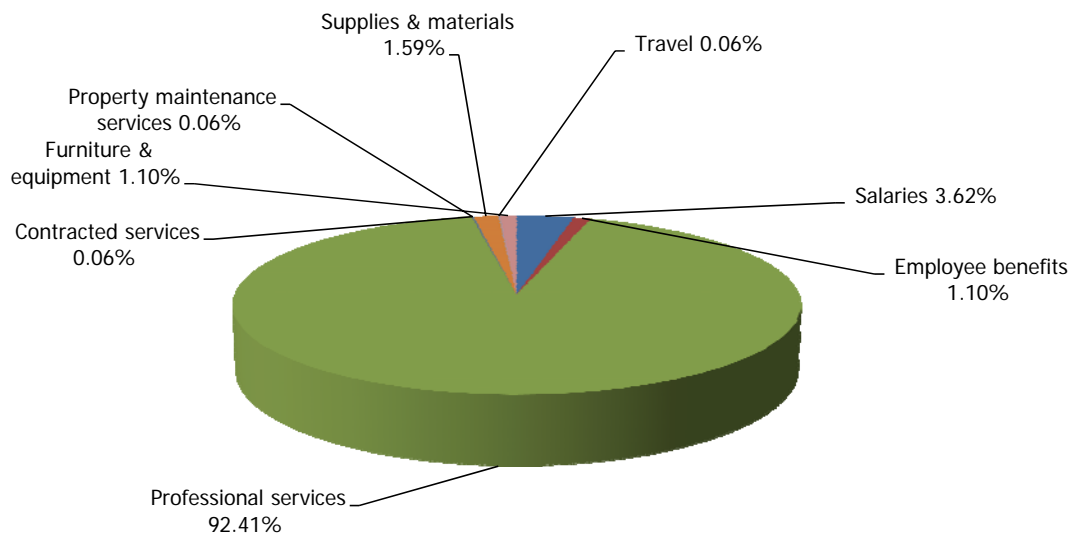
VI. EXECUTIVE SUMMARY (cont'd)

G. FINANCIAL OVERVIEW (cont'd)

Memphis City Schools Highlights of the 2012-13 Adopted Budget Expenditures Capital Projects Fund – Fund 2

	2011-12 Amended Budget	2012-13 Adopted Budget	Percentage of 2012-13 Budget	Percentage Increase (Decrease)
Salaries	\$ 1,672,324	\$ 1,750,801	3.62%	4.69%
Employee benefits	492,509	530,910	1.10%	7.80%
Professional services	50,779,853	44,676,164	92.41%	-12.02%
Property maintenance services	24,666	28,066	0.06%	13.78%
Contracted services	28,500	28,500	0.06%	0.00%
Supplies & materials	297,971	767,724	1.59%	157.65%
Travel	28,325	28,325	0.06%	0.00%
Furniture & equipment	7,941,696	530,174	1.10%	-93.32%
Totals	\$ 61,265,844	\$ 48,340,664	100.00%	-21.10%

2012-13 Adopted Budget Capital Projects Fund Expenditures



VI. EXECUTIVE SUMMARY (cont'd)

G. FINANCIAL OVERVIEW (cont'd)

Below is a listing of the District's capital projects budgeted for Fiscal Year 2012-13. The following consists of new schools, renovations, maintenance and other projects.

Memphis City Schools Capital Plan Summary

Project #	Description	2012-13
203	Walker System Fixed Asset Module	\$ 236,956
204	South East Region Elementary Start Up	1,205,500
205	New SE Region Elementary	14,594,819
206	Kirby MD & HS HVAC QSCB II	1,848,732
207	Denver Elementary - Renov	2,921,634
208	Cromwell Elementary - Renov	1,551,331
209	Craigmont High - HVAC QSCB II	514,399
210	Facility Improvement	1,995,726
212	Willow Oaks Elem HVAC/Life Safety QSCB II	1,769,694
215	Grandview Hts. Elementary	2,620,150
217	Comprehensive Planning	792,702
234	Chimney Rock Annexation Renovation & Startup	256,394
239	ADA Improvements	2,807,384
241	Window Replacements (Multiple Sites)	888,869
261	ADA Maint. Improvements - Zone 1	92,116
264	ADA Maint. Improvements - Zone 4	168,095
268	Fairview Renovation Phase II	646,226
283	Roofing	4,383,063
298	White Station High Renov/Add	500,000
301	Unforeseen Emergencies	3,385,820
304	General Deferred Maintenance	251,665
305	Playgrounds & Stadiums	158,810
307	School Demolitions	485,000
308	Synthetic Athletic Fields	1,100,000
311	Mechanical Boilers & Air Conditioning (Multiple Sites)	2,073,682
322	Auditorium Seating & Lighing Replacement QSCB I	614,534
342	Painting	477,363
Total Projects		\$ 48,340,664

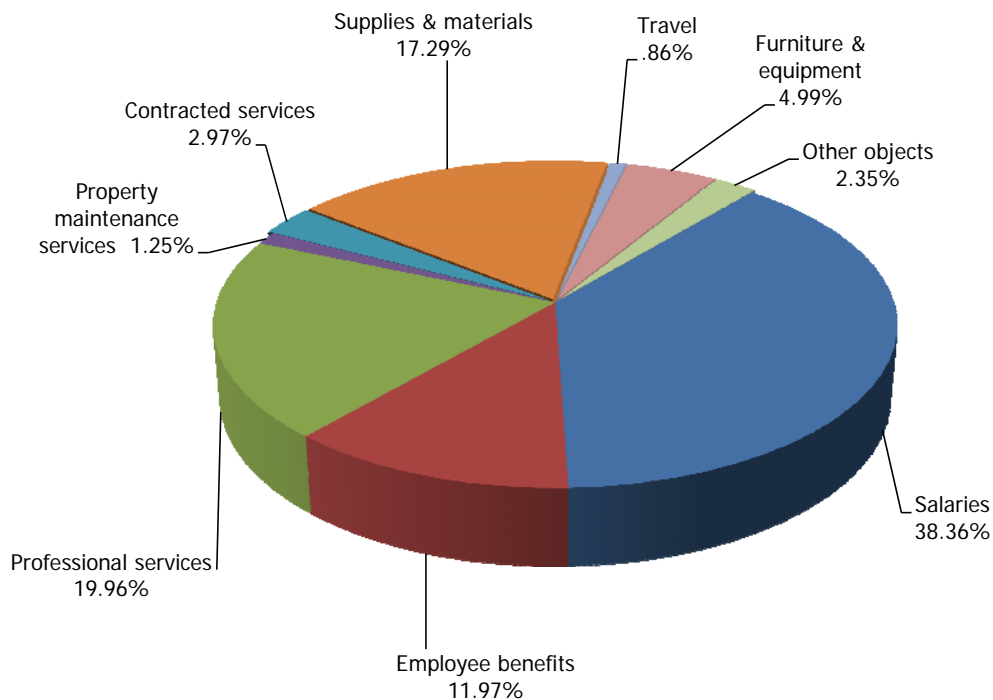
VI. EXECUTIVE SUMMARY (cont'd)

G. FINANCIAL OVERVIEW (cont'd)

Memphis City Schools Highlights of the 2012-13 Adopted Budget Expenditures Special Revenue Funds – Funds 4, 5 and 6

	2011-12 Amended Budget	2012-13 Adopted Budget	Percentage of 2012-13 Budget	Percentage Increase (Decrease)
Salaries	\$ 116,986,537	\$ 90,720,930	38.36%	14.82%
Employee benefits	32,277,508	28,308,341	11.97%	-12.30%
Professional services	59,323,038	47,195,237	19.96%	-20.44%
Property maintenance services	4,549,720	2,961,612	1.25%	-34.91%
Contracted services	6,034,181	7,012,978	2.97%	16.22%
Supplies & materials	34,084,049	40,898,517	17.29%	19.99%
Travel	2,526,204	2,036,919	0.86%	-19.37%
Furniture & equipment	19,318,338	11,810,328	4.99%	-38.86%
Other objects	6,156,558	5,559,846	2.35%	-9.69%
Totals	\$ 281,256,133	\$ 236,504,708	100.00%	-15.91%

2012-13 Adopted Budget Special Revenue Funds Expenditures



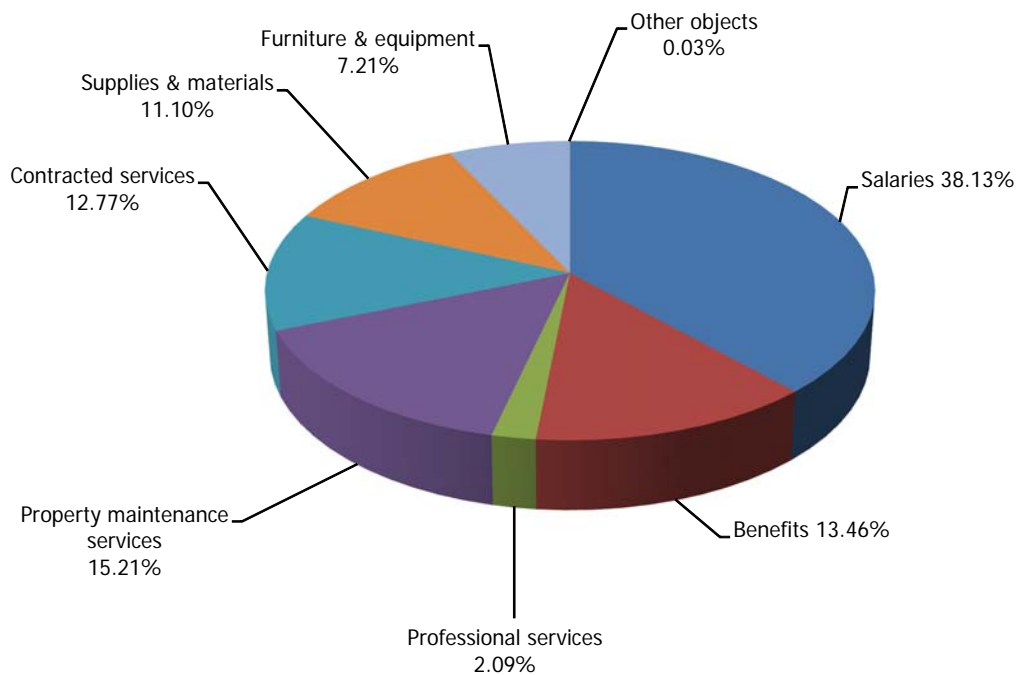
VI. EXECUTIVE SUMMARY (cont'd)

G. FINANCIAL OVERVIEW (cont'd)

Memphis City Schools Highlights of the 2012-13 Adopted Budget Expenditures Internal Service Funds

	2011-12 Amended Budget	2012-13 Adopted Budget	Percentage of 2012-13 Budget	Percentage Increase (Decrease)
Salaries	\$ 897,311	\$ 932,904	38.13%	14.82%
Employee benefits	304,766	329,458	13.46%	8.10%
Professional services	51,000	51,000	2.09%	0.00%
Property maintenance services	372,000	372,000	15.21%	0.00%
Contracted services	312,500	312,500	12.77%	0.00%
Supplies & materials	271,500	271,500	11.10%	0.00%
Furniture & equipment	176,500	176,500	7.21%	0.00%
Other objects	630	630	0.03%	0.00%
Totals	\$ 2,386,207	\$ 2,446,492	100.00%	2.53%

2012-13 Adopted Budget Internal Service Funds Expenditures



VI. EXECUTIVE SUMMARY (cont'd)

G. FINANCIAL OVERVIEW (concl'd)

Memphis City Schools Local Revenue Capacity Tax Rates and Trends

Taxes are assessed as of January 1 and are due on June 1 for the City and October 1 for Shelby County. The chart below includes data on tax rates for informational purposes. MCS does not have taxing authority and is not responsible for the collection or the monitoring of the collection of taxes.

Tax Rates per \$100 Assessed Value

Fiscal Year	City	County	Total	City Allocation to School District	County Allocation to Schools
2001	\$ 3.37	\$ 3.54	\$ 6.91	\$ 0.895	\$ 1.68
2002	3.23	3.79	7.02	0.858	2.03
2003	3.23	3.79	7.02	0.858	2.03
2004	3.23	4.04	7.27	0.858	2.03
2005	3.23	4.04	7.27	0.858	2.03
2006	3.43	4.04	7.47	0.827	2.02
2007	3.43	4.04	7.47	0.827	2.02
2008	3.43	4.04	7.47	0.827	2.02
2009	3.25	4.04	7.29	0.190	2.02
2010	3.20	4.02	7.29	0.190	1.98
2011	3.20	4.02	7.22	0.190	1.90
2012	3.20	4.02	7.22	0.190	1.91
2013	3.11	4.02	7.13	0.190	1.94

Source: County of Shelby and City of Memphis Finance Departments

VI. EXECUTIVE SUMMARY (cont'd)

H. BENCHMARKS AND PERFORMANCE RESULTS

The Tennessee Education Improvement Act of 1992 established accountability standards for all public schools in the State and required the Department of Education to produce a Report Card for the public to assess each year. Tennessee State law (Tennessee Code Annotated §49-1-601) was then amended to match regulations in No Child Left Behind (NCLB) for meeting required Federal benchmarks for all schools, school systems and the State. Additionally, the State Board of Education revised its performance standards and requirements to meet performance criteria in the Federal law.

The goal of NCLB is to ensure that all students in all schools are academically proficient in math, reading and language arts by 2014. Until that time, schools, school systems and the State are measured on their ability to move toward that goal.

During FY 2011-12, the Tennessee DOE applied for and was granted a waiver from NCLB, to give schools the flexibility to make improvements based on state-guided reform policies. According to the U.S. Department of Education, the waiver was approved for Tennessee and about 20 other states from key provisions of NCLB in exchange for state-developed plans to prepare all students for college or career and to focus aid on the neediest students.

The State Department of Education stated the waiver was necessary because the Adequate Yearly Progress (AYP) accountability model under NCLB did not fully account for schools' growth.

The State Department of Education noted that under the waiver, Tennessee proposes to raise overall achievement by 3 to 5 percent each year and to cut achievement gaps by half during an 8-year period.

To track progress, the U.S. Department of Education required Tennessee to identify groups of schools with targeted interventions/rewards for each group including: reward schools - 10 percent of schools throughout the state with the highest achievement or overall growth; focus schools - 10 percent of the state's schools with the largest achievement gaps; and priority schools - the bottom 5 percent of the state's schools in terms of academic performance. The bottom 5 percent have also qualified for the Achievement School District.

With NCLB, schools, school systems and the State had to meet proficiency benchmarks in nine subgroups, including race/ethnicity groups; students with disabilities; limited English proficient students; economically disadvantaged students; and the school as a whole. Under NCLB, if one group failed to make satisfactory progress, the entire school missed the mark and would therefore not meet AYP. With the waiver, Tennessee is now shielded from a requirement that all students be proficient in math and reading/language arts by 2014.

Federal Benchmarks for Achievement

Elementary/Middle School Level Benchmarks				High School Level Benchmarks			
School Year	Reading/ Language	Math	Attendance Rate	School Year	Reading/ Language	Math	Attendance Rate
2002-03 through 2003-04	77%	72%	93%	2002-03 through 2003-04	86%	65%	90%
2004-05 through 2006-07	83%	79%	93%	2004-05 through 2006-07	90%	75%	90%
2007-08 through 2009-10	89%	86%	93%	2007-08 through 2009-10	93%	83%	90%
2010-11 through 2012-13	94%	93%	93%	2010-11 through 2012-13	97%	91%	90%
2013-14	100%	100%	93%	2013-14	100%	100%	90%

VI. EXECUTIVE SUMMARY (cont'd)

H. BENCHMARKS AND PERFORMANCE RESULTS (cont'd)

Memphis City Schools 2011 Report Card

+ Met Federal Benchmark		x Did not meet Federal Benchmark				<Fewer than 45 students not reported				
Elementary/Middle AYP Summary										
	All	African American	Asian	Hawaiian/Pacific Islander	Hispanic	Native American	White	Economically Disadvantaged	Students with Disabilities	Limited English Proficient
Math										
% Tested	+	+	+	<45	+	<45	+	+	+	+
% Proficient/Adv	x	x	+	<45	x	<45	+	x	x	x
Reading/Language Arts/Writing										
% Tested	+	+	+	<45	+	<45	+	+	+	+
% Proficient/Adv	x	x	+	<45	x	<45	+	x	x	x
Additional Indicator										
Attendance Rate										
Met AYP?										

+ Met Federal Benchmark			x Did not meet Federal Benchmark			<Fewer than 45 students not reported				
High School AYP Summary										
	All	African American	Asian	Hawaiian/Pacific Islander	Hispanic	Native American	White	Economically Disadvantaged	Students with Disabilities	Limited English Proficient
Math										
% Tested	+	+	+	<45	+	<45	+	+	+	+
% Proficient/Adv	x	x	+	<45	+	<45	+	x	x	x
Reading/Language Arts/Writing										
% Tested	+	+	+	<45	+	<45	+	+	+	+
% Proficient/Adv	x	x	+	<45	+	<45	+	x	x	x
Additional Indicator										
Graduation Rate										
Met AYP?										

Source: Tennessee Department of Education 2011 Report Card; the 2012 Report Card was not available as of August 2012

AYP Results and NCLB Status: A Seven-Year Look

	K8	HS	Status for the following year
Met AYP 2012	N	N	School Improvement 1
Met AYP 2011	N	N	School Improvement 1
Met AYP 2010	N	N	Target
Met AYP 2009	N	N	Target
Met AYP 2008	Y	N	Good Standing
Met AYP 2007	N	N	Target
Met AYP 2006	Y	N	Good Standing

The link between the budget process and student achievement allows the District the opportunity to provide additional resources, support and staff to enhance student achievement at schools that are considered low performing or in this case, Striving Schools. Additional monies are allocated through various funding sources.

VI. EXECUTIVE SUMMARY (cont'd)

H. BENCHMARKS AND PERFORMANCE RESULTS (cont'd)

The State provided MCS additional funding through grants such as First to the Top, i-Zone and the School Improvement Grant (SIG) to support the schools that were in High Priority and specifically those schools that were identified as being persistently low performing.

The relationship between NCLB and Striving Schools is that the schools that make up the Striving School Zone did not meet all NCLB academic/non-academic requirements. The requirements were academic proficiency in reading/language arts and mathematics, attendance and graduation. Initially, not all NCLB Schools were considered Striving Schools. However, in July 2010, the Superintendent decided that in order to move the District, we needed to triage schools that could move into an Achievement School District (ASD) status and beyond, thus the Striving School Zone was created. The Striving School Zone was made up of all the schools on the NCLB High Priority list during the 2010 – 2011 school year. Once a school is designated high priority, it must meet that AYP benchmark for two years in a row to move into Good Standing. Essentially, it takes two years to get on the list and two years to get off.

With First to the Top, there were funds earmarked to address turning around the most struggling schools. Increased staffing, additional academic support for students, teachers and school leaders, extended learning time, stipends, performance incentives and professional development for teachers is expected to help move these schools into improvement. Based on the previous directives from the State to give additional support to the schools that were High Priority, MCS, with enthusiasm and a dedication immediately focused on the directives, assembled a District-level inter-departmental team to address the State mandates and established a communication plan that ensured schools were fully aware of the requirements. The identified schools were recognized as Striving Schools. These schools received additional support as outlined in each school's State report. Special emphasis was placed on staffing these schools with highly qualified teachers and effective principal leadership.

The central focus was around sound, research-based instructional practices. To ensure that these mandates were implemented without fragmentation, a District-level academic team was assembled, which consisted of an Achievement School District (ASD) Management Team and a Striving School Zone Management Team. Their responsibilities were and continue to be creating systemic approaches to supporting these schools, carrying out State mandates and moving these schools into Good Standing. In order to accomplish this, there was and continues to be emphasis placed on providing real-time data, timely feedback through walk-throughs by cross-functional teams and regularly scheduled meetings with principals, assistant principals, exemplary educators, literacy coaches, mathematics coaches and instructional facilitators. These meetings included and continue to include Compstat Report-Outs, monthly cluster meetings with academic coaches and monthly principal meetings. In addition to the teams mentioned above, many of these mandates were carried out and continue to grow in strength by building relationships with school stakeholders, The New Teacher Project, Model Staffing Initiative, Efficacy Institute, and Memphis Education Association (MEA).

During the 2010-2011 school year, there were 28 schools considered high priority, which made up the Striving School Zone, according to the rules of NCLB. This past school year (2011-12), there were 94 schools listed as high priority. The 66 newly listed high priority schools remained within their regions. Meanwhile, the original 28 that made up the Striving School Zone continued to be supported by the Striving Schools and the Co-Managed MCS/Achievement School District (ASD) management teams. However, most recently, because of the acceptance of the ESEA (Elementary and Secondary Education Act of 1965) Waiver by the US Department of Education, MCS now has 16 Reward Schools, 23 Focus Schools, 86 Schools with no designation, and 69 Priority Schools that are ASD Eligible. We are awaiting the new designation of schools for the (2012-2013 School Year) from the State Department. This list of schools will identify the new bottom 5% of the lowest performing schools.

VI. EXECUTIVE SUMMARY (cont'd)**H. BENCHMARKS AND PERFORMANCE RESULTS (cont'd)**

The ASD schools were established by the State. Through their application for First to the Top Funding, these schools were established as “a groundbreaking approach that will capitalize on newly created authority of the Commissioner, best practice research on successful school turnaround, and an unprecedented partnership with nonprofit groups.”

The State outlined in its First to the Top plan that these schools would be removed from their designated district (MCS) and placed under the direction of the Commissioner of Education. MCS continues to work with the State and to request a co-management relationship.

With the acceptance of the ESEA Waiver, these schools are now part of the Statewide Achievement School District. The mission of the ASD is that it will empower a new set of leaders to carry out dramatic strategies to enact powerful changes in these schools. Last year it was explained that the ASD would consist of approximately eleven to fifteen schools across the State (eight MCS schools), identified as “persistently” lowest achieving, or Tier 1 schools. Under a Memorandum of Understanding, MCS was given a timeline of one year to improve these eight schools. Below is a breakdown of the 28 schools that are part of the Striving School Zone and the State’s new categories for school accountability (ASD, Renewal, Focus). Now, under the ESEA Waiver, there are 85 schools across the state. They have been identified as the “lowest 5% percent” of the schools. These schools are classified as “Priority Schools.” Sixty-nine of these “Priority Schools” are in the MCS School District.

The 69 Priority Schools, that are ASD Eligible, will be in one of four categories over the next three years: State ASD direct run or co-managed, or charter schools; part of the District-Run Innovation Zone School (i-Zone); a SIG School; or an LEA Led School. At this time, five schools are direct-run or charter managed by the State ASD, and seven schools are in the District-Run Innovation Zone. Seven schools are receiving SIG funding.

Schools identified for the ASD, receiving i-Zone or SIG funding will be required to implement Extended Day Learning Programs for their students, which is an additional one hour added to the school day. Students should receive afterschool tutoring/enrichment. Additional support and incentives for these schools include: Hard-to-Staff Stipends for Principals, Performance-Based Incentives, Extended Year for Teachers (five additional professional development days for teachers and specific content teachers), a Unique Secondary Literacy Program and New Interventions for Math and Science. These seven schools have complete autonomy in relation to the academic programs available for their school. In other words, these schools will need to be innovative in their approach to student achievement. We are awaiting the new list from the Tennessee State Department of Education that will identify the bottom 5% of schools.

Former Achievement Co-Managed School District Schools: Now SIG Schools

Frayser High
Hamilton High
Kingsbury High
Manassas High

Sheffield High
*Northside High
Raleigh-Egypt Middle
Trezevant High

Former Striving Schools - Renewal:

Booker T. Washington High
Cherokee Elementary
Wooddale High

*Currently under review with the State.

VI. EXECUTIVE SUMMARY (cont'd)**H. BENCHMARKS AND PERFORMANCE RESULTS (concl'd)****Former Striving Schools – Focus:**

Alcy Elementary
Craigmont High
Cypress Middle
Dunbar Elementary
Egypt Elementary
Evans Elementary
*Fairley Elementary
Fairview Middle
Georgia Avenue Elementary

Georgian Hills Elementary
Getwell Elementary
Caldwell-Guthrie Elementary
*Hamilton Middle
Hillcrest High
Lester Elementary
Ross Elementary
Vollentine Elementary

*Fairley Elementary and Hamilton Middle are now part of the i-Zone School District

i-Zone School District Schools- (2012-2013) More schools could be added after the new (2012-2013) list is distributed.

Lucie E. Campbell Elementary
Fairley Elementary
Magnolia Elementary
Ford Road Elementary
Hamilton Middle
Geeter Middle
Chickasaw Middle

State ASD Direct-run or Co-managed Schools- (2012-2013)

Corning Elementary
Frayser Elementary
Westside Middle
Gestalt (Gordon)
Cornerstone (Lester grades K-3)

VI. EXECUTIVE SUMMARY (cont'd)

I. AWARDS AND RECOGNITIONS

Each year, Memphis City Schools proudly recognizes students, teachers, faculty members and departments for outstanding achievements. Accomplishments for Fiscal Year 2011-12 are listed below.

In May 2012, Memphis City Schools received one of three School Improvement Grants for the 2012-2013 school year. MCS is using the three-year award of \$14,744,394 to serve the District's seven Innovation Zone (i-Zone) schools, a subset of schools that will implement one of four state-approved turn around models in order to dramatically improve student achievement in some of our most challenged schools.

Memphis City Schools was again named one of the "Best Communities for Music Education" in America by The National Association of Music Merchants (NAMM).

The MCS Office of Federal Programs and Grants earned an Exceptional Audit Rating by the Tennessee Department of Education for the eighth year in a row.

In just their second year of existence, the award-winning chess team from Lester School finished 3rd in the nation at a national tournament in Chicago, earning admiration and respect from the field of more than 20 schools from across the United States.

The Wooddale Rockets, an aerospace team at Wooddale High School, was a finalist for the 2012 Team America Rocketry Challenge (TARC) in Washington, D.C. The Wooddale Rockets were the only participants from the state of Tennessee or the Mid-South region to receive an invitation to the national competition.

Seven MCS seniors were announced as 2012 Scholarship recipients by the National Merit Scholarship Corporation (NMSC). This includes 3 National Merit Scholarship recipients and 4 National Achievement Scholarship recipients.

Andre Dodson, a Central High School student, and Irvin Mull, a Northside High School student, were announced as winners of the 2012 Gates Millennium Scholarship. Dodson and Mull joined a list of 1,000 of the nation's top high school seniors being honored for their academic achievements and community service this year.

Charles Seaton, a special education teacher at Sherwood Middle School, testified before the U.S. Senate Health, Education, Labor, and Pension Committee on November 8, 2011, in Washington, D.C., on the reauthorization of the Elementary and Secondary Education Act (ESEA).

"Undefeated," the documentary chronicling the 2009 Manassas High School football team, won the Oscar for Best Documentary or Feature at the 84th annual Academy-Awards in February 2012.

East High's boys' basketball team won state the 2012 AAA state championship.

The Finance Department received its second Meritorious Budget Presentation Award (MBA) from the Association of School Business Officials International on January 10, 2012. The award is conferred only to school entities that have met or exceeded the principles and standards of the ASBO International Meritorious Awards Program. The MBA program is sponsored nationally by ING.

The Finance Department also received its second Distinguished Budget Presentation Award from the Government Officers Association (GFOA) on March 7, 2012.

VI. EXECUTIVE SUMMARY (concl'd)

I. AWARDS AND RECOGNITIONS (concl'd)

The Finance Department received its third Certificate of Excellence in Financial Reporting for its 2011 Comprehensive Annual Financial Report from the Association of School Business Officials International (ASBO) on July 2, 2012.

The Finance Department received its third Certificate of Achievement for Excellence in Financial Reporting for its 2011 Comprehensive Annual Financial Report from the Government Finance Officers Association (GFOA) on July 5, 2012.

Each year, the Memphis Education Association conducts a holiday card contest that is open to all students in Memphis City Schools. The contest, sponsored by American Fidelity Assurance Company, produces student-generated artwork to be used as MEA's official holiday card, which is sent to schools, elected officials and community leaders all over Memphis.

Jaylyn Clarck, a Kindergarten student at A.B. Hill Elementary School, was the winner of the Early Childhood/Kindergarten division.

Daisha Douglas, a second grade student at Cummings School, was the winner of the division for grades 1-3.

Dylan Willis, a fifth grade student at White Station Elementary School, was the winner of the division for grades 4-6.

Khaelah Bass, a eighth grade student at Bellevue Middle School, was the winner of the division for Junior High/Middle School.

Marnicia Thomas, a tenth grade student at Craigmont High School, was the winner of the division for Special Education.

Emily Vo, a twelfth grade student at Central High School, was the winner of the High School division and Grand Prize Winner.

Meah King, an English teacher at East High School was named a 2011 Milken Award recipient. The Milken award is considered the highest award a teacher can receive and there have been fewer than 2,500 winners across the country since the award was established 25 years ago. Besides the honor and prestige, the recipient received a \$25,000 award.



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ORGANIZATIONAL SECTION

The Organizational Section of the budget includes the following information:

- I. FINANCIAL STRUCTURE OF THE DISTRICT
 - A. Legal Status and Authority
 - B. Description of the Reporting Entity
 - C. Geographical Area Served
 - D. Charter Schools
 - E. Fund Structure
 - F. Classification of Revenues and Expenditures
 - G. Basis of Accounting and Budgeting
- II. ADMINISTRATIVE ORGANIZATIONAL CHART
- III. SCHOOLS ORGANIZATIONAL CHART
- IV. VISION, MISSION, STRATEGIC GOALS AND CORE BELIEFS
- V. FINANCIAL MANAGEMENT GOALS
- VI. FINANCIAL POLICIES
 - A. Balanced Budget
 - B. Procurement
 - C. Internal Accounting Controls
 - D. Risk Management
 - E. Cash Management and Investments
 - F. Debt Limits
 - G. Fund Balance
- VII. BUDGET DEADLINES AND SCHEDULES
- VIII. BUDGET PLANNING AND PREPARATION CALENDAR 2012-13
- IX. BUDGET POLICIES AND PRACTICES
- X. LAWS AFFECTING THIS BUDGET
 - A. Budget Adoption
 - B. Financial Reporting and Audit Requirements

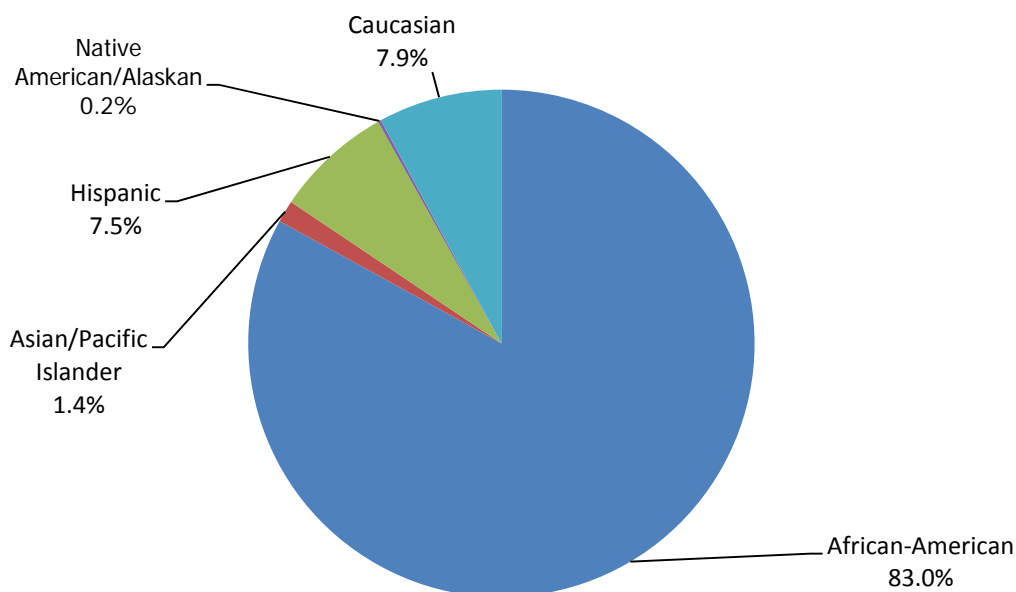
I. FINANCIAL STRUCTURE OF THE DISTRICT

A. LEGAL STATUS AND AUTHORITY

Memphis City Schools (MCS or District) is a component unit of the City of Memphis, which is defined as the oversight entity by Governmental Accounting Standards Board (GASB) Codification Section 2100. Reporting for the District follows the criteria established by the GASB. The District is governed by a twenty-three member Board of Commissioners (Board). The legal basis for education in Tennessee is expressed in the State Constitution and State statutes, as interpreted by the courts. Boards are instruments of the State, and members of the Board are State officers representing local citizens and the State in the management of the public schools. The governing body is the Board of Education, serving residents within the boundaries of the District and non-residents under conditions specified by State law and the Board.

B. DESCRIPTION OF THE REPORTING ENTITY

MCS is Tennessee's largest school district. The City of Memphis was incorporated in 1826. The City currently occupies a land area of 340.5 square miles and serves a population of approximately 646,889. The District ranks as the 23rd largest public school system in the United States. Projected enrollment for fiscal year 2012-13 is approximately 104,829 in grades kindergarten through grade 12. The District also serves pre-kindergarten (pre-K) students. The chart below represents the District's student demographics.



Source: Tennessee Department of Education 2011 System Report Card

I. FINANCIAL STRUCTURE OF THE DISTRICT (cont'd)

B. DESCRIPTION OF THE REPORTING ENTITY (concl'd)

The District encompasses 218 schools, including regular schools, charter schools, career and technology centers (CTCs), special education centers (SPEDs) and alternative schools. Forty-four schools are Optional Schools or offer Optional Programs that provide parents choices in selecting a public education that best suits their child. In addition, MCS has 205 pre-kindergarten classrooms, 53 of which are within community partner locations.

The District employs over 6,500 teachers, with more National Board Certified Teachers than any other District in the State. National Board Certified Teachers are teachers who have earned the highest certification standard a teacher can attain.

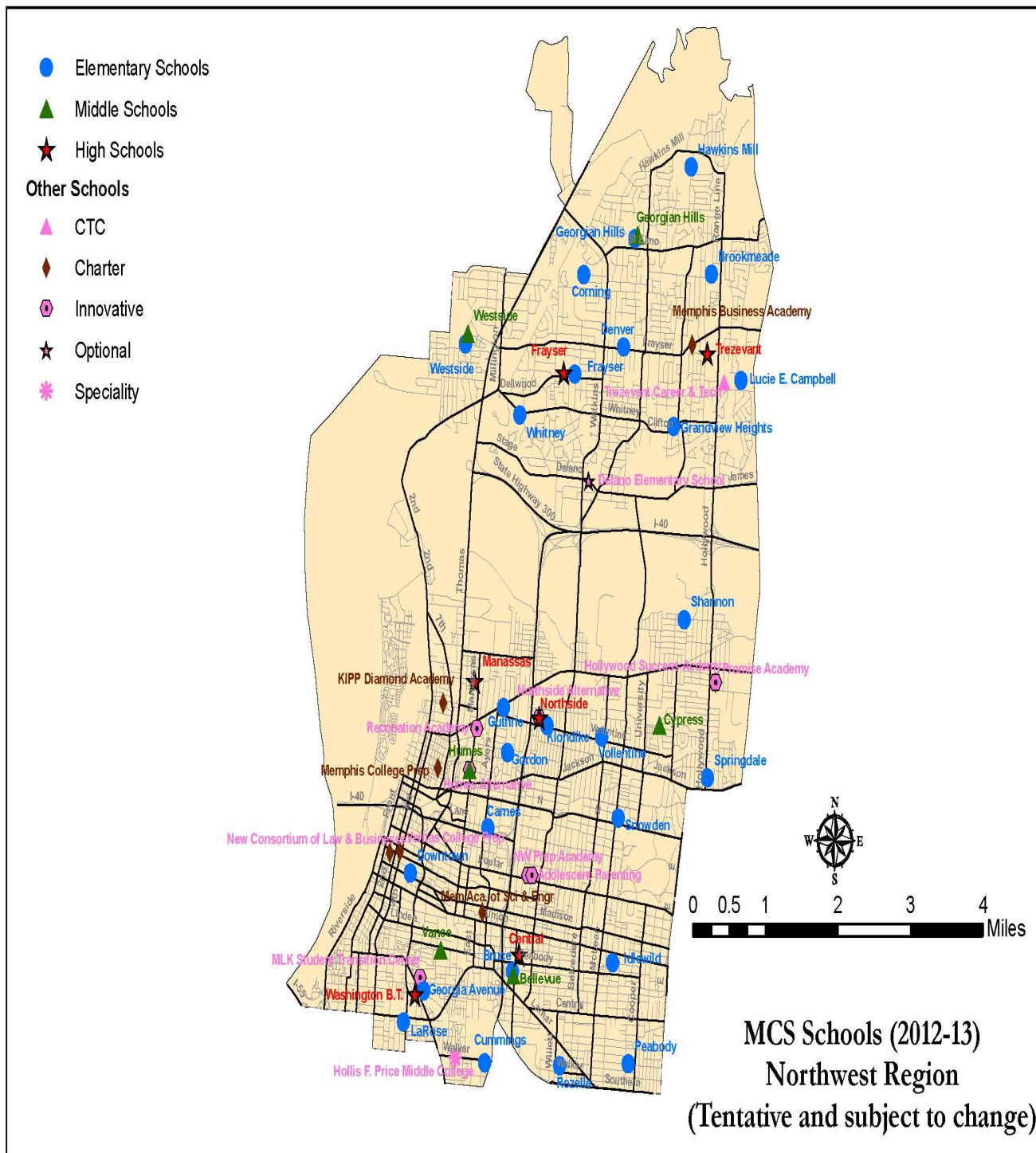
Government, trade, healthcare services, hospitality, warehousing, transportation and utilities are all prominent in the regional economy. The City of Memphis is located within 600 miles of most major cities and commercial markets in the United States. As a result of its central location and access to the interstate, Mississippi River, rail and airport, the City is a major hub for distribution.



I. FINANCIAL STRUCTURE OF THE DISTRICT (cont'd)

C. GEOGRAPHICAL AREA SERVED

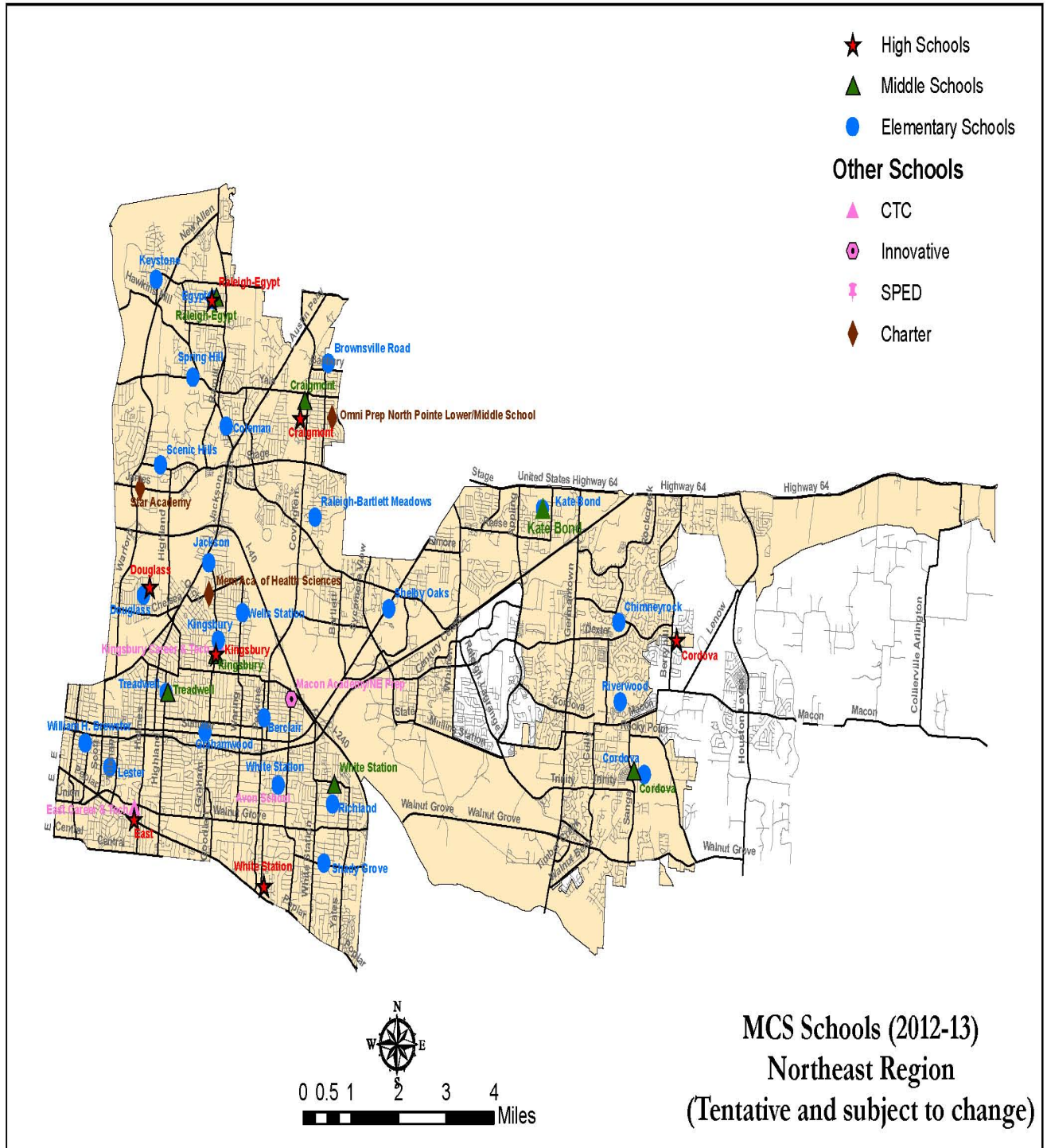
MCS Northwest Region Map



I. FINANCIAL STRUCTURE OF THE DISTRICT (cont'd)

C. GEOGRAPHICAL AREA SERVED (cont'd)

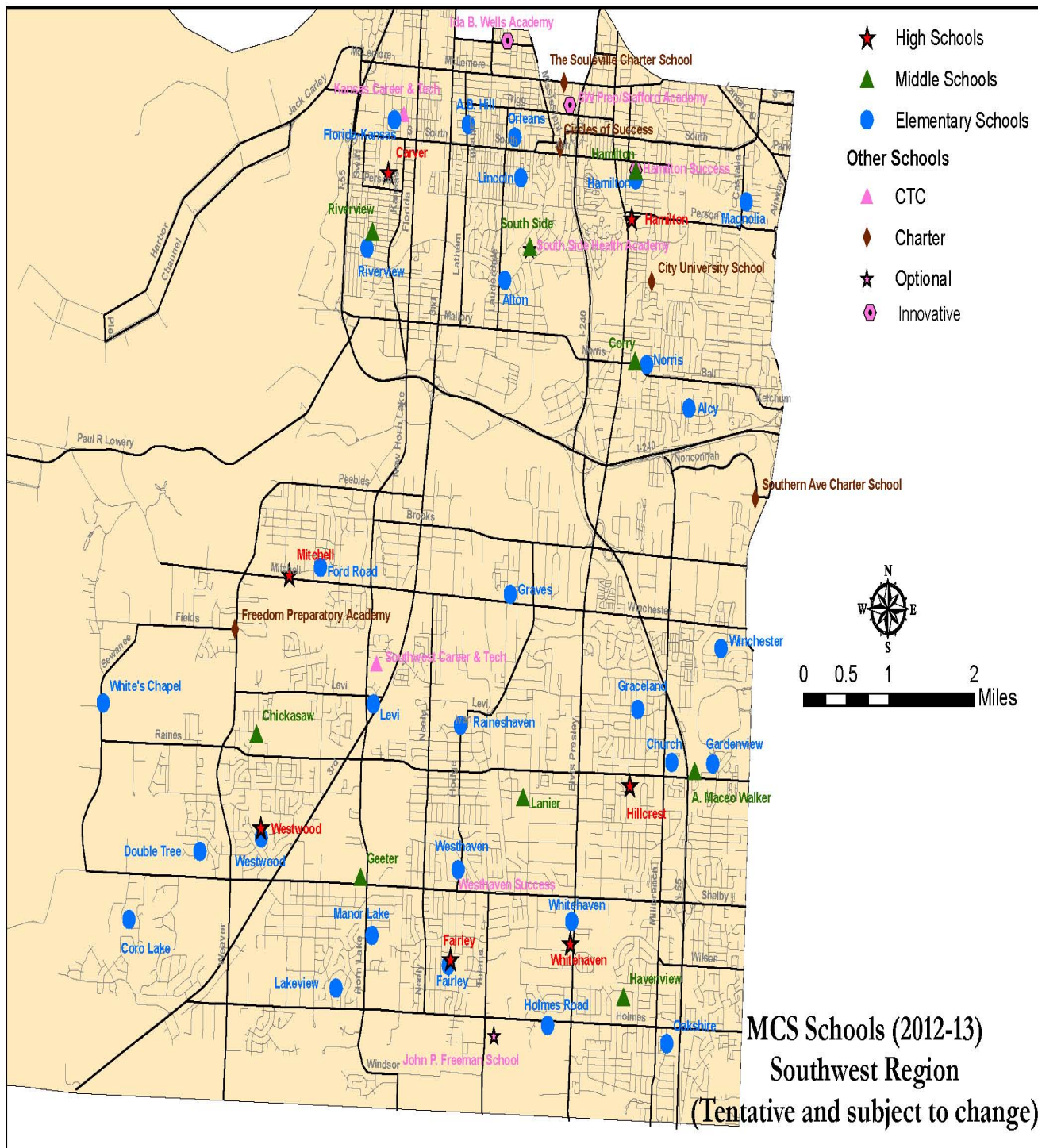
MCS Northeast Region Map



I. FINANCIAL STRUCTURE OF THE DISTRICT (cont'd)

C. GEOGRAPHICAL AREA SERVED (cont'd)

MCS Southwest Region Map



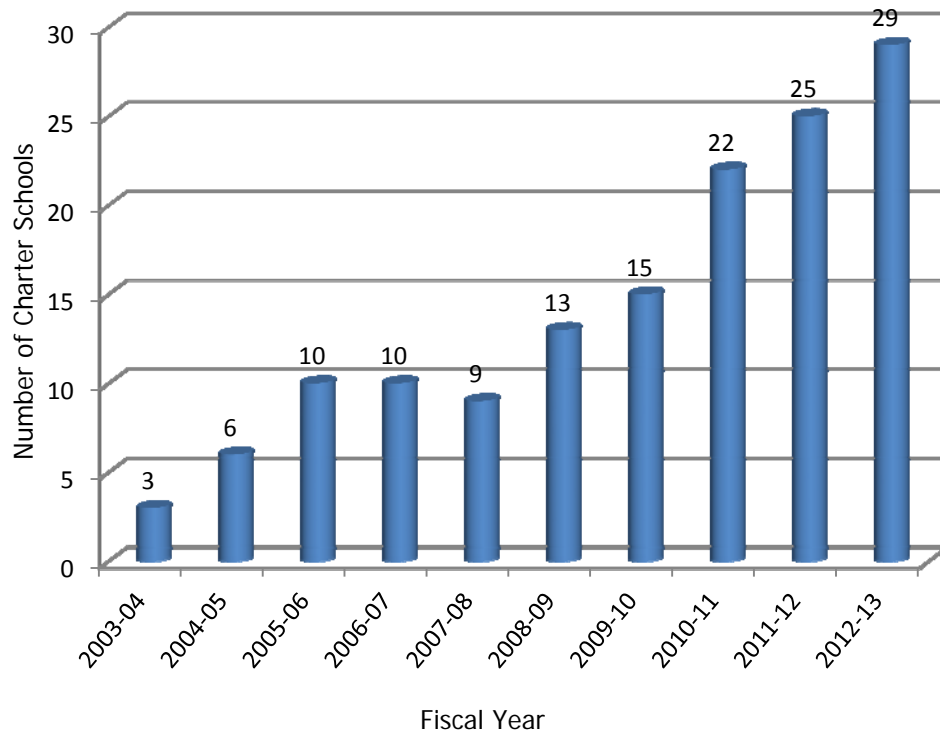
I. FINANCIAL STRUCTURE OF THE DISTRICT (cont'd)

D. CHARTER SCHOOLS

In 2002, the State of Tennessee passed the Tennessee Public Charter Schools Act. The Act permits the Board to authorize the establishment of public charter schools with the primary purpose of improving the learning for all students and closing the achievement gap between high and low performing students. An agreement must be entered into between the sponsor of the charter school and the Board. The charter is approved for an initial period of ten years but can be revoked by the Board or the State if the school violates certain requirements of the Act. Each school must be operated by a not-for-profit organization with exemption from Federal taxation under 501(c)(3) of the Internal Revenue Code and is responsible for establishing their own governing body separate from that of the Board. The charter schools are supported by the Board as a pass-through from State and local funding sources.

Memphis City Schools will grow from 25 charter schools in fiscal year 2011-12 to 29 in fiscal year 2012-13. Davidson County Public Schools (Nashville) has 11 charter schools and Chattanooga Public Schools has three. Shelby County Schools has one charter school. There are no other charter schools in operation in the State of Tennessee.

MCS Charter Schools' Historical Growth

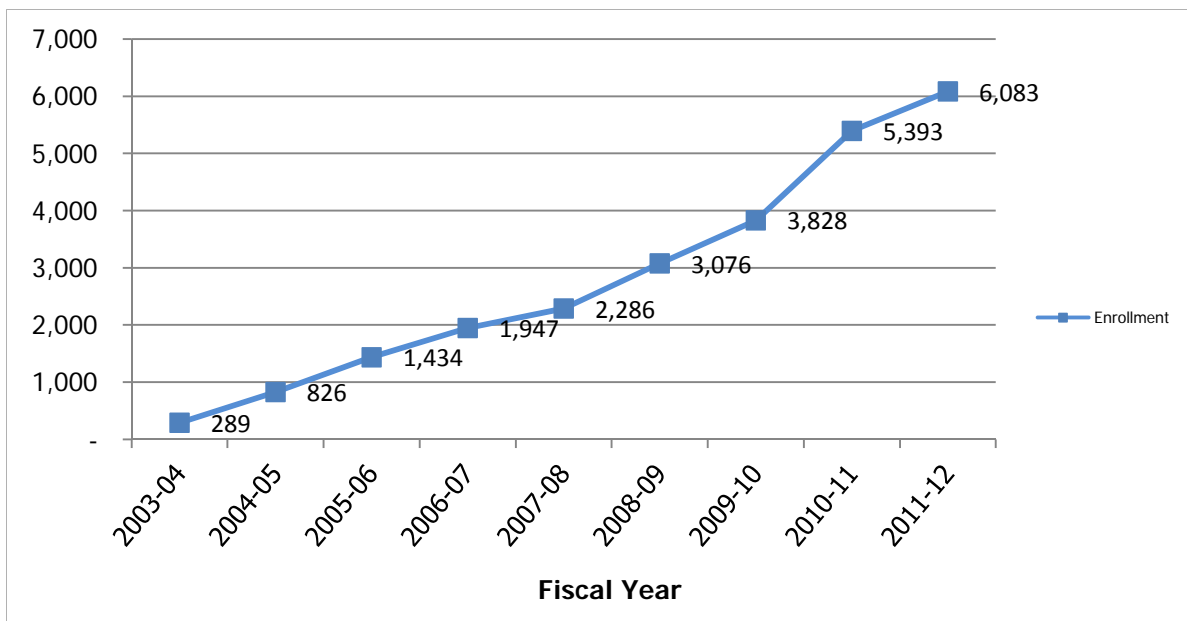


I. FINANCIAL STRUCTURE OF THE DISTRICT (cont'd)

D. CHARTER SCHOOLS (concl'd)

Charter schools started in Tennessee in 2003 as an alternative for students assigned to failing urban schools. Charter operators have flexibility to set their own hours and school calendar and hire whomever they want; however, teachers must be state-certified. Tax dollars for education follow the student to the charter school. Over the years, the law has steadily been loosened. With the amendment of TCA § 49-13-113 in January 2011 (effective SY2011-12), now any child may attend a charter school in Tennessee, regardless of family income or the No Child Left Behind status of the child's home school. There are no longer caps on the number of charter schools permitted in a district.

MCS Charter Schools' Historical Enrollment



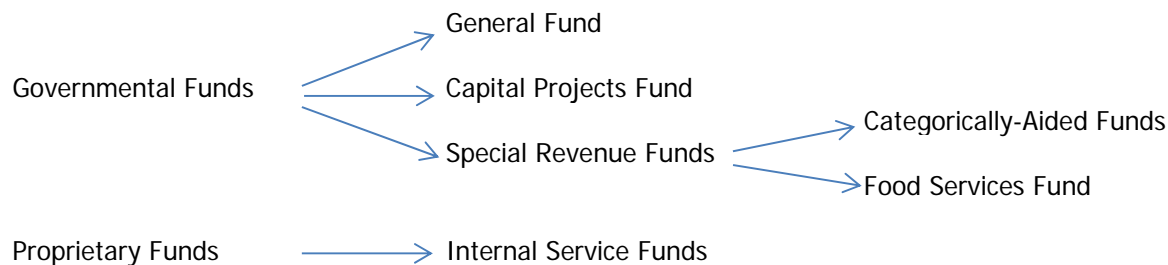
Source: Memphis City Schools – Student Management System 40th day count

I. FINANCIAL STRUCTURE OF THE DISTRICT (cont'd)

E. FUND STRUCTURE

The accounts of the District are maintained in accordance with the principles of fund accounting to ensure observance of limitations and restrictions on the resources available. The principles of fund accounting require that resources be classified for accounting and reporting purposes into funds in accordance with the activities or objectives specified for those resources. Each fund is considered a separate accounting entity, and its operations are accounted for in a separate set of self-balancing accounts that comprises its assets, liabilities, fund equity, revenues and expenditures. The District operates three major funds and two non-major funds. The General Fund, Capital Projects and the Categorically-Aided Funds are major funds and the non-major funds are the Food Service Fund and the Internal Service Funds.

Appropriated Funds



Although accounts are separately maintained for each fund in the accompanying financial statements, funds that have similar characteristics have been combined into generic fund types that are further classified into broad fund categories. A description of the fund types used by the District are as follows:

General Fund – The General Fund accounts for funds to operate and maintain all public schools in MCS. It is used to account for all financial resources except those required to be accounted for in another fund.

Capital Projects Fund – The Capital Projects Fund accounts for transactions related to resources obtained and used for the acquisition, construction or improvement of capital facilities.

Special Revenue Funds – The Special Revenue Funds account for the proceeds of specific revenue sources legally restricted to expenditures for specified purposes and includes:

Categorically-Aided Funds – account for the funds the Board receives from various agencies, which are to be spent for specified purposes based upon contractual agreements. These funds are restricted and the Categorically-Aided Funds are used to ensure these funds are segregated from other funds.

Food Service Fund – accounts for the financial operations of preparing and serving regular and incidental meals, lunches and snacks in connection with school functions. Revenue is provided primarily from governmental agencies, which is to be spent specifically for the cafeterias. Thus, these funds are restricted, and the Food Service Fund is used to ensure these funds are segregated from other funds.

Internal Service Funds – The Internal Service Funds (Printing and Supply Chain Management) account for goods or services given to one department by another on a cost reimbursement.

The District's self-insurance health and unemployment benefits (Proprietary Fund), as well as the Local Pensioner's Retirement investment accounts (Fiduciary Fund), are **not appropriated**.

I. FINANCIAL STRUCTURE OF THE DISTRICT (cont'd)**F. CLASSIFICATION OF REVENUES AND EXPENDITURES**

Revenues of the District are classified by source within a fund. Revenues are grouped into major categories. The major categories, along with the specific revenue sources, are:

City of Memphis:

- *City Funding*
- *Court fines - drug rehabilitation*
- *Moving traffic violations fines*

Shelby County:

- *Current property tax*
- *Delinquent property tax*
- *Exempt property in lieu of tax*
- *Alcoholic beverage tax*
- *In lieu of tax Memphis Light, Gas & Water*
- *Privilege tax*
- *Transfer in - uptown re-development*
- *Wheel tax*

State of Tennessee:

- *Basic education program*
- *Basic education program – charter school capital*
- *Career teacher program*
- *Extended contract (career ladder)*
- *Driver education*
- *Mental health - alcohol and drug services*
- *State Fiscal Stabilization Fund (SFSF) grants*
- *Other*

Federal Government:

- *Adult basic education*
- *Indirect costs*
- *Reserve Officers' Training Corps (J.R.O.T.C.) reimbursement*

Other Local Sources:

- *County sales tax*
- *Earnings from investments*
- *Judgment recovery*
- *Miscellaneous*
- *Rental of facilities*
- *Stadium receipts*
- *Tuition*

I. FINANCIAL STRUCTURE OF THE DISTRICT (cont'd)**F. CLASSIFICATION OF REVENUES AND EXPENDITURES (concl'd)**

Expenditures of the District are classified by fund, function and object. The primary presentation in the document is by function and object. Expenditures, by function and object code, are:

Functions

- *Instruction*
- *Instructional support*
- *Student support*
- *Office of principal*
- *General administration*
- *Fiscal services*
- *Other support services*
- *Student transportation*
- *Plant services*
- *Community service*
- *Charter schools*
- *Retiree benefits*
- *Food service*
- *Debt service - principal and interest*
- *Capital outlay*

Object Codes

- *Salaries*
- *Employee benefits*
- *Professional services*
- *Property maintenance services*
- *Contracted services*
- *Supplies & materials*
- *Travel*
- *Furniture & equipment*
- *Other objects*
- *Charter schools*

I. FINANCIAL STRUCTURE OF THE DISTRICT (concl'd)**G. BASIS OF ACCOUNTING AND BUDGETING**

The accrual basis of accounting is used in the government-wide financial statements. Under the accrual basis of accounting, revenues are recognized when earned, and expenses are recorded when the liability is incurred or economic asset is used. Revenues, expenses, gains, losses, assets and liabilities resulting from exchange and exchange-like transactions are recognized when the exchange takes place.

The fund financial statements, the General Fund, Special Revenue Funds and Capital Projects Funds, are prepared on the modified accrual basis of accounting. Under this basis of accounting, revenues are recognized in the accounting period in which they become susceptible to accrual, which is defined as being both measurable and available to finance expenditures of the current fiscal period. Expenditures are recognized on the accrual basis. Revenues susceptible to accrual under the modified accrual basis are principally:

- a. Property taxes collected by the City of Memphis and Shelby County but not yet remitted to the Board
- b. Grants and subsidies from other governments, to the extent measurable and available
- c. Interest earned on investments as of year-end

Federal, state and local grants are recognized as revenues when eligibility requirements imposed by grantors have been met and as long as they are measurable and available within the appropriate time frame of the respective fiscal year.

The proprietary funds utilize the accrual basis of accounting. Under the accrual basis of accounting, revenues are recognized when earned and expenses are recorded when the liability is incurred or economic assets used. Operating revenues and expenses generally result from providing services in connection with a proprietary fund's principal ongoing operations. All other revenue is considered non-operating revenue.

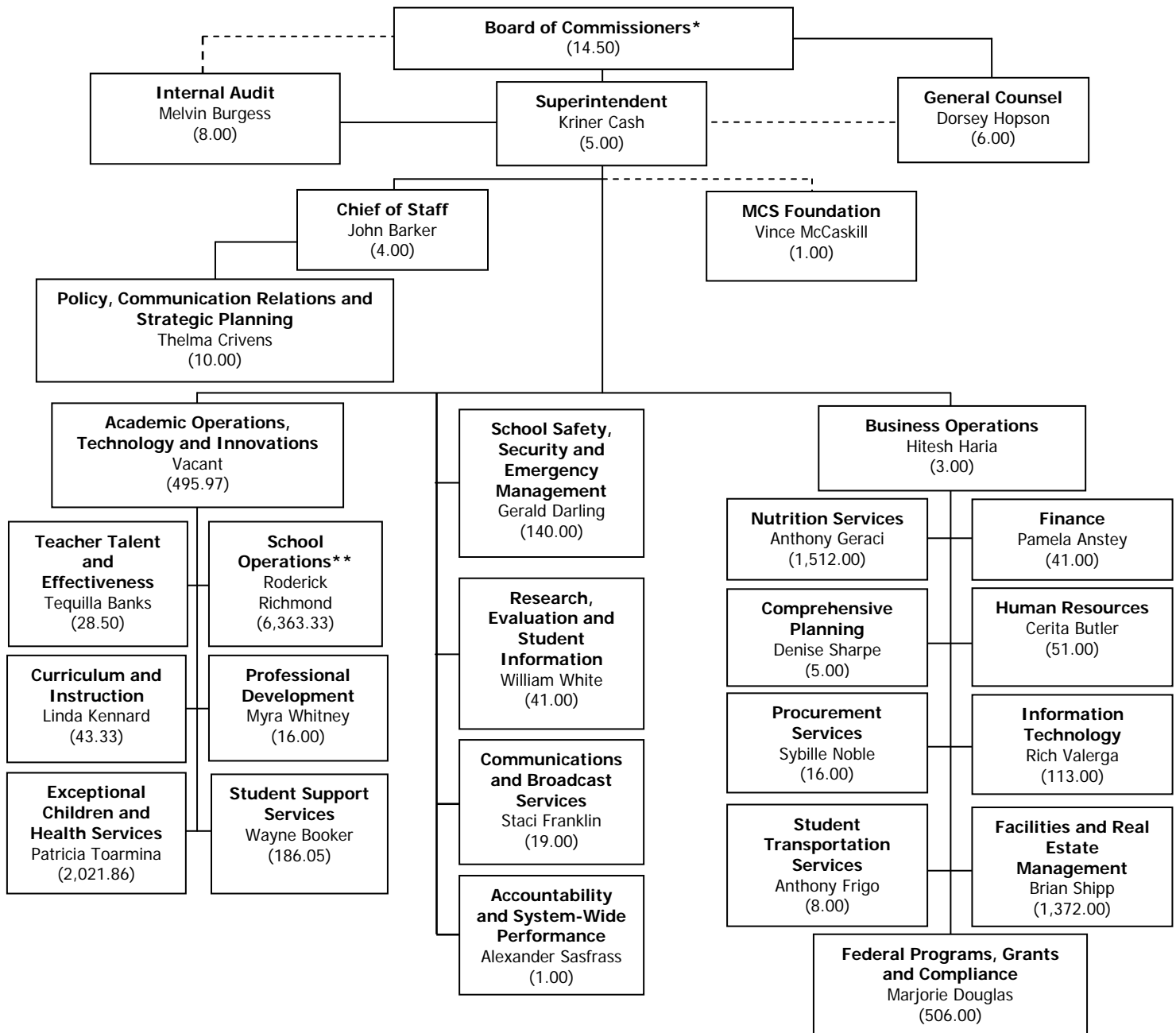
When both restricted and unrestricted resources are available for use, it is the Board's policy to use restricted resources first, then unrestricted resources as they are needed.

For budgetary reporting purposes, the encumbrance method of accounting for expenditures is used for the General, Special Revenue and Capital Projects Funds. Under this method, commitments represented by purchase orders, contracts and repair authorizations, except for those related to inventory purchases, are recorded as expenditures in addition to actual expenditures incurred.

Unexpended funds in the General Fund and Internal Service Funds revert to the fund balance at the close of a fiscal year. Unexpended capital and special revenue categorical-non-federal funds are carried forward from year to year until projects are completed.

II. ADMINISTRATIVE ORGANIZATIONAL CHART

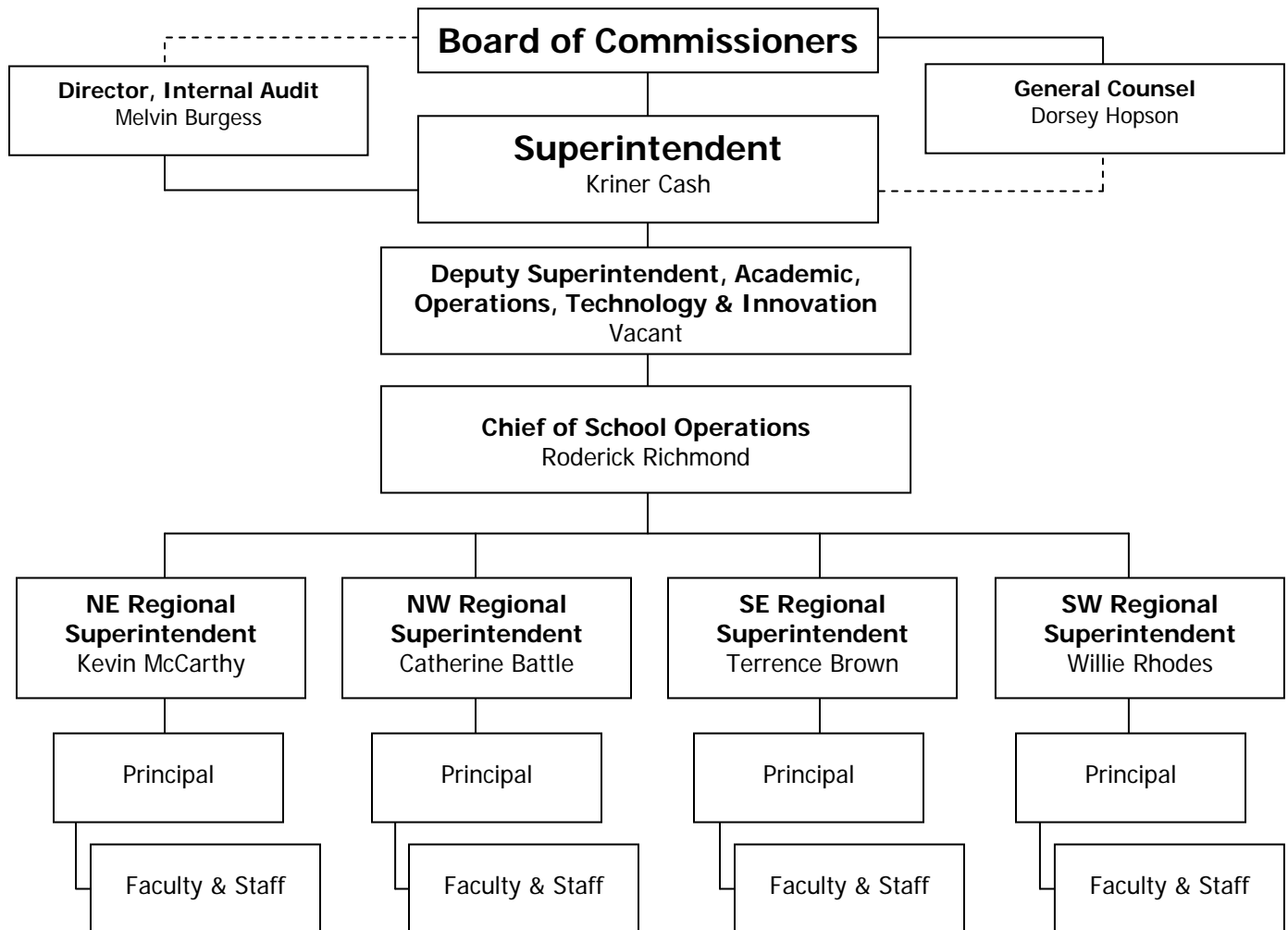
The district-wide organizational chart includes the position count for the respective areas presented and reconciles to the position listing included in the Informational Section of this document. This presentation illustrates functional reporting of positions but does not include subordinates. For example, the Superintendent reports to the Board of Commissioners; however, the position is not included in the position count for the Board. The Superintendent position is included in Superintendent's function. This logic is applied to the all areas included in this presentation.



*Memphis City Schools is governed by a 23 member school board; however, the District has budgeted for one-half of the Board members.

**School Operations includes most teacher positions, librarians and guidance counselors (positions reporting directly to a school principal).

III. SCHOOLS ORGANIZATIONAL CHART



IV. VISION, MISSION, STRATEGIC GOALS AND CORE BELIEFS

MCS mission statement is Academic Achievement: # 1.

The vision of MCS is that the District will be an internationally competitive urban school system that produces well-rounded, high-achieving students. Our strategic goals are centered on student achievement, accountability, parent and community involvement, healthy youth development, safety and discipline and diversity.

Core Beliefs:

- We **believe** in and **commit** to **ALL** children achieving at high global academic standards.
- We **believe** in and **commit** to respecting and embracing cultural, social, intellectual and economic diversity and empowering **ALL** students and staff to reach their full potential.
- We **believe** that school culture and staff have a profound impact on student achievement and **commit** to hiring and supporting quality teachers, principals and staff.
- We **believe** school safety is essential for a productive teaching and learning environment and **commit** to providing safe schools.
- We **believe** in and **commit** to being a high-performing organization that establishes a culture of continuous improvement, transparency and accountability at all levels.
- We **believe** that strong public support is essential for **ALL** students to excel and **commit** to developing productive and mutually beneficial family, District and community partnerships.
- We **believe** that good health is critical to high performance and **commit** to improving the physical, mental and emotional well-being of **ALL** students and staff.

Since July 2008, the District has been engaged in the implementation of an aggressive reform agenda. Among the fifty largest cities in the Nation, Memphis has the highest poverty rate, approximately 18 percent, with many of our children living in extreme poverty. The percentage of college graduates in Memphis is below 24 percent. The most problematic of all, the economic segregation in Memphis, is crushing. In an \$87 billion local economy, minority businesses generate only \$1.3 billion (1.5 percent) of the total. In a sense, these factors create what amounts to a perfect storm of challenges for the City in general and for the District in particular.

Each of these community factors contributes to the six serious factors or fault lines we uncovered from data about the District: 1) a majority of our students were coming to kindergarten without pre-k literacy and mathematical skills; 2) a myriad of health issues were preventing tens of thousands of our students from their best work; 3) more than 30,000 students were overage for grade level; 4) safety and discipline issues needed immediate attention to address a rising tide of violence; 5) one in three of our students changed schools at least once during the school year; and 6) the District has been losing, on average, 1,800 students each year to other districts, private schools and home schooling. With this knowledge in hand, the District began an extensive program of work that covered a broad array of initiatives. Each of the initiatives was aligned to one or more of the six fault lines, the Board's Theory of Action and the District's six strategic goals. It is noteworthy that the reform agenda has been implemented with existing human and material resources.

IV. VISION, MISSION, STRATEGIC GOALS AND CORE BELIEFS (cont'd)

Below are some of the emerging results of critical reforms aligned to our strategic goals:

2010-11 was a remarkable year in numerous ways. It would be difficult to capture all of its essence. Nonetheless, some highlights make the point. For instance, the historic vote by the citizens of Memphis to surrender the MCS Charter captured our attention for months and the aftermath continues. Still, Booker T. Washington High remained focused, got its work done, and became the heartthrob of MCS when its work captured the attention and presence of President Barack Obama - a historic moment of a different kind of magnitude. Our graduation rate for the 2009-10 academic year was 70.8%, the best of all urban districts in the United States. Moreover, MCS high school graduates amassed an impressive record figure of \$178,000,000 in college scholarship offers.

Key among our 2010-11 highlights, the data of the Memphis Police Department informs that all our schools are safe. Our MCS Prep Schools graduated 582 students who divergence had them destined for a different reality. White Station Middle had students and their school nationally acclaimed for their prowess in science. MCS got straight "A" grades in writing for grades 5, 8, and 11, a continuation of excellence in this content area. A total of 172 teachers were selected by their peers to be Prestige Award winners, and a delegation of Student Envoys represented MCS at an invitation-only youth summit in Washington, D.C.

More than 10,000 citizens participated in ThinkShow! and ArtsFest; they slogged through rain and mud with every arts organization in Memphis to break new ground. Memphis City Schools was named one of the Best Communities for Music Education in America by The National Association of Music Merchants (NAMM).

More than 1,000 MCS students earned college credit through our Dual Enrollment program - the largest of its kind in the country. Many of our schools had data that revealed significant growth in student performance at multiple grade levels and subjects.

One disappointment of the 2010-11 academic year has to be the fact that we did not make AYP; however, neither did Shelby County Schools or the State of Tennessee. Despite our AYP targets, the MCS TVAAS data tells a different story. We had dramatic improvements in mathematics in grades 3-8 and reading in grades 6 and 8. Significant improvements were seen in 6th and 7th grade science. Improvements in Algebra I have stimulated requests to share our approach and 11th grade writing scores continue to impress.

There is a momentum in MCS that requires each of us to do our level best to sustain it. This retrospective is a testimony to what we can do when we do not submit to the distractions of poverty, politics, and assaults on urban education. We can continue to achieve the results we have accomplished and more!

Goal 1: Student Achievement — It would be difficult to find a more reported or commented-on topic in K-12 education today than the reauthorization of the No Child Left Behind (NCLB) Act. From the waiver authored by Tennessee Governor Bill Haslam and state education Commissioner Kevin Huffman to the weekly pronouncements of U.S. Secretary of Education, Arne Duncan, the future of NCLB seems uncertain at best. Our District's status—School Improvement 1—reflects a measurement on an outdated system that very likely will not be the same going forward. While the politicians sort out NCLB and which states will get what waivers, we share the promise of important progress made on 11 of the 16 academic indicators (items #11 - #26) from TCAP and EOC testing.

For the 2010-11 school year, District efforts in mathematics paid the most substantial dividends, with English I and writing in grade 5 and grade 8 showing impressive lifts, as well. Modest declines in English II, and U.S. History are already being addressed in the new school year. As has been the case for the past three years and beyond, cohort graduation and dropout numbers are still in process and will be

IV. VISION, MISSION, STRATEGIC GOALS AND CORE BELIEFS (cont'd)

shared via the State Report Card later in the fall. The 12th grade graduation rate percentage increased again this year to an impressive 89%. The three-year trend shows that we are doing a better job overall at record-keeping and keeping our students in school through graduation. Our individually tailored EdPlan will help undergird this aim.

The essential first step for the District on the Cradle to Career Roadmap is Pre-K programming. With Board support and community commitment, the number of classrooms offered and students served has increased more than 75% in the past three years. Identified as a major fault line of the District, the percentage of students overage for grade has declined by approximately 25% in three years.

Enrollment in Advanced Placement (AP) courses has increased by almost one-third, with Hispanic student participation in AP up more than 60%. Dual enrollment has shown important increases, as well. Hispanic student participation in dual enrollment showed gains from 1.5% to 5.5% over three years; African-American student participation increased by 150 students in 2010-11 to 5.2% of 11th and 12th graders. In three years, MCS Prep Academies have added 906 graduates to the Memphis economy where before, there was no treatment for high school students overage for grade and destined for dropping out. Based on U.S. Census data and conservative projections of lifetime earning potential, the impact of these students graduating versus dropping out is approximately \$262 million.

The major challenge among Goal 1 indicators is improving the college- and career-ready rate of 4% for MCS graduating seniors; the corollary is improving the District's ACT Composite average of 16.2. Summary statistics belie the fact that the District opportunity gap for having taken the ACT has closed significantly from 5,020 12th grade students taking the ACT in 2008-09 to 6,774 taking the ACT in 2010-11, an increase of 35% in the past three years. With more students than ever before taking the test, including students who had never previously seen themselves as college material, research tells us to expect a proportional dip in scores. All junior students are now required to take a Kaplan ACT prep course prior to the state-wide spring ACT testing date in order to ensure that students taking the exam have cogent strategies for test-taking. Results from the first-ever implementation of the Kaplan course and the resulting ACT outcomes are encouraging and expected out this fall.

In addition, participation by MCS seventh-graders in the Duke University Talent Identification Program (TIP) continues to increase and ACT performance exceeds that of national rates; 67% of MCS students in TIP earned state recognition (versus 36% nationally) and 13% of MCS students in TIP earned the highest level—Grand Recognition (versus 3% nationally).

Goal 2: Accountability — No other urban district in the nation can boast the financial results of Memphis City Schools in the past three years. The work of the Finance Department is to be commended. The Budget Services Division earned the Meritorious Budget Award for the 2010-11 Annual Budget from the Association of School Business Officials (ASBO) and the Distinguished Budget Presentation Award from the Government Finance Officers Association (GFOA) of the United States and Canada on its first submission. Fiscal Services received its second Certificate of Achievement for Excellence in Financial Reporting for its 2010 Comprehensive Annual Financial Report from Government Finance Officers Association and the Certificate of Excellence in Financial Reporting from Association of School Business Officials International. The community can sleep easier knowing that our financial house is in order. Moreover, the MCS Office of Federal Programs and Grants earned an Exceptional Audit Rating by the Tennessee Department of Education for the seventh year in a row.

In addition, our Capital Planning department has reduced the number of untitled properties by 50% in three years and our Procurement Services department has improved the District's purchasing efficiency with strategically-sourced items. Since the District established a partnership with Durham

IV. VISION, MISSION, STRATEGIC GOALS AND CORE BELIEFS (cont'd)

School Services to provide transportation for our students, on-time arrivals at school have improved from 40% in 2009-10 (with a prior company) to 86% in 2010-11. In addition, the Central Nutrition Center—an example of District mismanagement and waste in 2007—is now a national award-winning division with the Golden Carrot Award (from the Physicians Committee for Responsible Medicine) and a Council of Great City School's Managing for Results recognition to its credit.

Facilities and Real Estate Management also had another banner year. The newly-constructed Kate Bond Middle School project was completed on-time and under-budget with more than 1,000 students projected to enroll this fall. With new renovation and construction projects completed, we have reduced the number of portable classrooms by 26%, from 296 to 218.

Goal 3: Parent and Community Engagement — The two performance indicators for this goal are among the most-changed areas in the District for 2011-12. The first—ThinkShow!—has moved from a twice-yearly event that has drawn national attention to become a spring-only event slated to serve as the District's first major effort at integrating the Common Core State Standards into curricular activities. The second—the work of the Parent and Community Engagement (PACE) office—is undergoing a radical reform of leadership and scope of work. Parent participation at the Superintendent's Demand Parent Regional Summits increased nearly 60% in three years, but the quality of overall engagement and the range of parental participation still represents an area for significant improvement.

Goal 4: Healthy Youth Development — Our partnership with Well Child, Inc. - in managing our region based health clinics and through their school-based Early Periodic Screening, Diagnosis, and Treatment (EPSDT) program - had the direct result of providing 42,386 health screenings during the 2010-11 school year, an increase of approximately 70% in three years. This increase is so vitally important to our core business because, as we established three years ago, undiagnosed and under-diagnosed health problems are a major fault line for our District. The District also won a \$499,167 grant from the Health Resources and Services Administration to purchase optometry equipment for each of the four region-based health clinics and fit students with glasses, as well as purchase and equip two mobile health units—one for optometry and one for general medicine.

On September 16, the District's second synthetic turf field will be celebrated with a ribbon-cutting ceremony at Crump Stadium. This important innovation, like the field at Melrose Stadium, will extend the life of the field and prevent injuries for the hundreds of athletes who compete on the Crump Stadium field each year.

Meanwhile, student leadership opportunities are increasing in exciting ways. Hundreds of non-traditional student leaders have been deployed as Student Envoys under the auspices of the TEI project. MCS Urban Debate League teams ranked third in the nation for the number of schools and students participating, establishing the District's young program as one of the premier opportunities for debate students in America.

Goal 5: Safety and Discipline — With results like an 87% decrease in the number of serious targeted incidents (144.4 per thousand at the end of the 2007-08 school year to 18.3 per thousand at the end of 2010-11), it did not take long for the nation to notice the work we have done to help keep students and staff safe in school. Recently, Memphis hosted a federal team site visit with officials from the Office of Juvenile Justice and Delinquency Prevention where MCS programs like the School House Adjustment Program Enterprise (S.H.A.P.E.) and the Gang Reduction Assistance for Saving Society's Youth (G.R.A.S.S.Y.) program were featured and commended as integral components of the Memphis Youth Violence Prevention Plan. Earlier this summer, Chief Gerald Darling and his staff traveled to Phoenix to collect the Individual School Safety Award/Exemplary School Safety Program Award from the School Safety Advocacy Council. With strong partnerships including the MPD,

IV. VISION, MISSION, STRATEGIC GOALS AND CORE BELIEFS (cont'd)

Juvenile Court and Judge Curtis Person, and other community agencies across the city, referrals to Juvenile Court are down 26%, the number of students transported to Juvenile Court is down 46%, and fights are down 16% in three years.

The District believes that training more than 50,000 of our middle and high school students in the practice of Kingian non-violence has further helped lead to these impressive results. These are extraordinary results, indeed; however, our work is never done in this area.

Goal 6: Diversity — As seen in the substantial increase of Hispanic students taking AP courses, our commitment to creating a school community sensitive and responsive to diversity is bearing fruit in several areas. In three years, the number of teachers with dual certification has increased by 30%, and several schools are now offering languages previously unavailable in MCS: Russian, Mandarin Chinese, Japanese, and Arabic. The District's first dual-language program at Treadwell Elementary continues to be a source of excellent instruction and a proof-point for other schools seeking to replicate the curriculum and approach. Our work to provide diversity training for all staff members over the past two years has been very positive: since beginning as a pilot project in late spring 2010, a total of 12,783 staff completed a nationally-recognized curriculum on diversity in 2010-11. This program is designed to provide staff with various problem solving techniques and academic strategies for engaging all students, regardless of race, background, or prior achievement levels.

Our Teacher Effectiveness Initiative (TEI) hit several important milestones in the past year including several firsts: the first-ever district-wide teacher recognition event in the Prestige Awards, the deployment of the first TEI Ambassadors as teacher-leaders equipped to take the message of teacher effectiveness to all schools, and the first cohort of Student Envoys trained in the language and tenets of efficacy to spread a culture of achievement among their peers.

Finalizing 2011-12 and looking ahead to 2012-13

The major focus for our new school year is the comprehensive implementation of a new educator evaluation system. Mandated under the state's Race to the Top strategy, educator evaluation now requires annual performance reviews for all school-based personnel, a schedule we adopted for all administrative staff three years ago.

Teacher evaluations will be based on the Teacher Effectiveness Measure (TEM), one of three state approved alternative methodologies for conducting evaluations. The TEM grew out of our work with the Gates Foundation-funded Measures of Effective Teaching (MET) project and has been piloted across the district over the past year. With full implementation this school year, the TEM requires four classroom observations for tenured teachers and six observations for non-tenured teachers. In years past, observation was the primary source of data for teacher evaluation. With TEM, teachers receive weighted scores for value-added growth, academic achievement, teacher content knowledge, stakeholder perception, as well as classroom observation.

With more than 29,000 teacher observations and more than 600 principal and assistant principal observations to be conducted this year, our TEI team will be reviewing protocols and monitoring logistics throughout the year. We look forward to keeping you updated on the very latest about TEI as the school year progresses.

The "I Teach. I Am." campaign is underway. The communication strategy will become evident in every school building, on large billboards, on buses and at bus stops, in movie theaters throughout Memphis, and on the Internet. The highlighting of outstanding MCS teachers is intended to communicate the strength of the system to internal and external constituents. Your feedback on the campaign is

IV. VISION, MISSION, STRATEGIC GOALS AND CORE BELIEFS (concl'd)

welcome. Let us know what you think about what we are trying to do and how we are doing by visiting the website at www.iteachiam.com.

At the threshold of another major breakthrough in urban education, more than 7,000 high school juniors are working to fulfill their requirement to take and pass an online course before they graduate. With 86 courses to choose from, MCS students are among the only students in the nation with a requirement to take an online course to fulfill graduation requirements. Middle school students have 34 courses to choose from, including keyboarding. With the coming change in standardized testing to an online, adaptive (questions adjust to the level of the student) administration format, our students are at the vanguard of preparation for the new assessments. In addition, our application for an MCS Virtual School is under current review by the state of Tennessee.

V. FINANCIAL MANAGEMENT GOALS

The Board recognizes that money and money management constitute the foundational support of the entire schools' program. To ensure that support is utilized as effectively as possible, the Board intends:

- to engage in advance planning, with broad-based staff and community involvement;
- to establish levels of funding which will provide quality education for the District's students;
- to use available techniques for budget development and management;
- to provide timely and appropriate information to all staff with fiscal management responsibilities; and
- to establish efficient procedures for accounting, reporting, purchasing and delivery, payroll, payment of vendors and contractors and all other areas of fiscal management.

VI. FINANCIAL POLICIES

A. BALANCED BUDGET

According to State law, local education agencies are required to operate under an annual balanced budget approved by resolution of the MCS Board and the Memphis City Council. The Board defines a "balanced budget" as when the sum of estimated revenues and appropriated fund balance is equal to expenditure appropriations. Revenues and expenditures are defined in accordance with generally accepted accounting principles. The 2012-13 Budget Resolution is included in the Informational Section of this document illustrating adherence to this policy. The following link provides details about the Annual Budget policy: <http://www.mcsk12.net/policies/2.200%20Annual%20Operating%20Budget.pdf>.

B. PROCUREMENT

The Division of Procurement Services is responsible for issuing purchase orders for all approved purchases requiring a purchase order under this policy and for ensuring appropriate Board approval procedures are followed. The Superintendent is responsible for making recommendations to the Board to approve the purchase of goods and the acquisition of all services meeting the requirements for Board approval. The following link provides details about the bids and purchasing policy: <http://www.mcsk12.net/policies/2.806%20Bids,%20Purchases%20and%20Board%20Approval.pdf>.

C. INTERNAL ACCOUNTING CONTROLS

MCS has established a comprehensive internal control framework designed to protect the District's assets from loss, theft or misuse. In addition, the District manages its accounting system to provide reasonable assurance regarding the reliability of financial records for preparing financial statements and maintaining accountability for assets. "Reasonable assurance" recognizes that the cost of a control should not exceed the benefits likely to be derived; and the evaluation of costs and benefits requires estimates and judgments by management. Our external auditors test the District's compliance with its Internal Controls annually.

D. RISK MANAGEMENT

The Division of Risk Management (DRM) has the overall responsibility for the health, comfort and learning environment of students and staff. The DRM objectives include preserving the assets of MCS from the consequences of accidental or other losses that are financially catastrophic and could impair the Board's ability to provide educational and community services. The DRM ensures risks that are likely to have a significant impact on the achievement of key Board objectives are identified and effectively mitigated. Additional objectives include ensuring business continuity plans and school emergency plans are prioritized and maintained in MCS and that guidelines for insured and self-insured programs are established.

VI. FINANCIAL POLICIES (concl'd)**E. CASH MANAGEMENT AND INVESTMENTS**

The Board supports and authorizes a safe and sound investment program. Such a program is critical for securing a maximum yield to supplement other District revenues for the support of educational programs. The investment policy of MCS defines the parameters within which funds can be invested.

Investments must comply with the policy and must always be in compliance with State and Federal laws. It is the practice of the District to pursue an active cash management program that stresses safety of principal and interest while generating favorable rates of return. The program is maintained in such a fashion as to provide a sufficient level of liquidity to support anticipated expenditures without subjecting the District to material, unfavorable fluctuations of market and interest rate risk. The following link provides details about the Investment policy:

<http://www.mcsc12.net/policies/2.4021%20District%20Investment.pdf>.

F. DEBT LIMITS

Memphis City Schools does not issue general obligation debt and relies upon Shelby County Government for financing its capital needs. Shelby County conducts its finances so that the amount of general obligation debt does not exceed twelve percent of the County's taxable assessed valuation. Decisions regarding the use of debt will be based in part on the long-term needs of the County versus the amount of funds dedicated in a given year to capital outlay on a "Pay-As-You-Go" basis. The County also includes "Pay-As-You-Go" funding in their Operating Budget for smaller asset acquisitions and improvements each year rather than in the Capital Improvement Budget with funding from tax dollars. According to Shelby County's FY 13 Budget, the estimated percentage of general obligation debt compared to the 2012 assessed valuation is 7.69%.*.

G. FUND BALANCE

Memphis City Schools' sound financial management principles require that sufficient funds be retained by the District to provide a stable financial base at all times. To retain this stable financial base, the District will maintain a General Fund Balance sufficient to fund all cash flows of the District, to provide financial reserves for unanticipated expenditures and/or revenue shortfalls of an emergency nature, and to provide funds for all existing encumbrances.

In order to maintain and protect the long term financial capacity of Memphis City Schools, total Fund Balance and reserves in the General Fund will be maintained at a level not less than required by TCA § 49-3-352. Should the Fund Balance amount fall below the required level, the Board must approve and adopt a plan to restore this balance to the required level within 24 months. If restoration of the reserve cannot be accomplished within such period without severe hardship to the District, the Board will establish a different time period. The Chief Financial Officer is responsible for monitoring the General Fund Balance in accordance with this policy. The following link provides details about the Fund Balance and Expenditure of Funds policy:

<http://www.mcsc12.net/policies/2.201%20Fund%20Balance%20and%20Expenditure%20of%20Funds>.

*Source: Shelby County Government Fiscal Year 2012-13 Budget Debt Service Section pg. 3.

VII. BUDGET DEADLINES AND SCHEDULES

The Superintendent is responsible for developing an annual budget, submitting it to the Board for adoption and managing the budget after adoption. The Board is responsible for annually adopting the budget for the operation of the District and for submitting it to the City Council and County Commission. The Superintendent is responsible for filing a copy of the budget with the Commissioner of Education within the time limits mandated by the State. The Superintendent will also establish a time schedule for the preparation of the budget to be known as the "budget planning and preparation calendar."

The 2012-13 budget planning and preparation calendar is presented on the following page.

VIII. BUDGET PLANNING AND PREPARATION CALENDAR 2012-13

October 13, 2011	Draft budget assumptions and calendar provided to the Superintendent and Cabinet for review
October 18, 2011	Draft budget assumptions and calendar submitted at Board Work Session; Solicit input from Board of Commissioners on concerns and priorities
October 21, 2011	Final enrollment projections provided to Finance Department
November 11, 2011	General, CIP, and Special Revenue Fund information packets, guidelines and enrollment projections delivered to budget center managers
December 9, 2011	Budget requests due from budget center managers
January 27, 2012	Draft General, CIP, and Special Revenue Budgets submitted to Superintendent
February 7 th & 14 th , 2012	Internal staff General, CIP, and Special Revenue Budget hearings
February 28, 2012	Initial General, Capital Improvement Plan, and Special Revenue Fund Budgets delivered to Board of Commissioners
March 5 - 16, 2012	Individual Board/Staff Reviews
March 19 & 22, 2012	Community Forums held from 5:30 – 8:00 p.m. each evening. General, CIP, and Special Revenue Fund Board/Staff budget reviews: Monday, March 19 5:30 – 8:00 p.m. Thursday, March 22 5:30 – 8:00 p.m. (Wrap-up)
April 24, 2012	Proposed General, CIP, and Special Revenue Fund Budget approved by Board of Commissioners
May 1, 2012	General Fund Budget provided to Shelby County Commissioners
May 7, 2012	Shelby County General Fund Budget Hearing
May 15, 2012	General Fund Budget and Resolution provided to City Council
June 5, 2012	Memphis City Council General Fund Budget approval
June 26, 2012	Proposed General, CIP, and Special Revenue Fund Budgets presented to Shelby County Board of Education for final approval
August 1, 2012	Submitted budget to State of Tennessee

IX. BUDGET POLICIES AND PRACTICES

The budget process is a year-round process. Departments begin in November in preparing their budgets for the upcoming fiscal year. The annual budget serves as the foundation for the District's financial planning and control. The process outlines the District's goals and objectives, with focus on academic achievement. The budget process is a seven-step process: planning, preparation, review, approval, adoption, implementation and monitoring.

PLANNING: During the planning phase, a budget calendar is developed with activities and budget assumptions. The budget calendar lists important dates and activities that will take place during the budgeting process. A draft budget calendar and assumptions are presented to the Board at the Board Work Session. Input is solicited from the Board on concerns and priorities. After revisions, the calendar and assumptions are presented to the Board of Education as an "Item of Information."

PREPARATION: Formulation of the budget begins with enrollment projections. Enrollment projections drive staffing and expenditure allocations for local schools. Enrollment projections are based on the second twenty-day attendance count. Projections are finalized annually in December.

EXPENDITURES

Expenditure allocations for each school are based on per pupil allocations, instructional and administrative staffing allocations and other required operating and maintenance (O&M) service levels. Per pupil allocation helps determine how much O&M funds each school will receive. The allocations to each school are considered discretionary funds. The discretionary funds for each school will be accounted for separately by way of Site-Based Budgets.

Each school's discretionary funds can be used for O&M services, such as professional services, repairs and maintenance, equipment rental, printing and binding, postage, telecommunications, telephone, supplies, materials, books, travel, equipment, computers, furniture, membership dues and related fees and other related instructional expenditures. Decisions concerning the use of these funds are at the principals' discretion. Other costs such as salaries and benefits include incremental increases plus a lane/step increase. Approximately 84 percent of salaries and benefits are linked directly to negotiated bargaining contracts. Benefits are calculated according to the required Board matching rates plus projected insurance premium increases.

Costs that are fixed and static do not fluctuate depending upon the quantity or level of input. Costs such as debt service are fixed but are determined by the repayment agreement. Most staffing positions are fixed but can be static depending on location. For example, in most cases, there is always one principal per school, whereas the number of teacher positions is flexible depending on student enrollment in each class and grade level component at each site. Each program is held at the same level of staffing unless approved by the Board or Superintendent. Other costs, such as utilities, gasoline, postage and other contracts, are considered uncontrollable.

The budget is developed using the Zero/Goal-Based budgeting method. Reengineering of processes and realignment of functional assignments for efficiency and improved performances are the next steps in the budget development process. Program managers are responsible for implementing measures for continuous improvement.

IX. BUDGET POLICIES AND PRACTICES (cont'd)

EXPENDITURES (concl'd)

Each department is responsible for preparing supporting documentation. Before any budgets are submitted to Budget Services, a line item justification must be completed along with staff justifications and an organization chart. The support documents enable Budget Services to determine if all cost allocations are justifiable and accurate. These documents also help the District to determine where cost savings can be maximized.

REVENUES

The estimation of revenues begins in October and is, in part, based upon enrollment projections which are developed by school and grade level. The projections take into account mobility factors such as birth rates and housing changes.

State law requires that local funding bodies adhere to the maintenance of effort rule; whereby, their budgets for education must be maintained at a minimum at the same budget level as the previous year.

By ordinance, Shelby County has capped the property tax revenues allocated to education. Educational revenues from various County taxes, including sales taxes are shared between MCS and Shelby County Schools based on the weighted full-time equivalent average daily attendance (WFTEADA) formula.

State revenue estimates are generated through State sales tax collections and are calculated using the Basic Education Plan (BEP) formula. BEP revenues are a funding plan and not a spending plan. However, certain requirements must be met when using the funds. BEP estimates are not finalized until the State of Tennessee calculates average daily membership (ADM) and finalizes its budget.

CAPITAL BUDGETS

The budget development process for the Capital Projects Fund budget proceeds concurrently with the foregoing process for the development of the General Fund and Special Revenues Funds Budget.

Each year, the Department of Comprehensive Planning works with Facility Improvement to update the District's Five-Year Capital Plan and determine which projects from the previously approved five years are most needed. Projects are prioritized based upon safety matters, compliance with State and Federal statutes, maintenance of existing facilities and improvement to District buildings. Identified projects are presented to the Shelby County Needs Assessment Committee for review. The Needs Assessment Committee was established in 2004 by former Shelby County Mayor AC Wharton to address the capital needs of the Shelby County and Memphis City Schools. The committee does not approve funding but does recommend to the County Commission capital projects on an as-needed basis. There are ten voting members and two non-voting members who are all appointed by the Mayor and approved by the County Commission.

The Chairman of the Shelby County Board of Education is a member of the committee. The other members are outside citizens who give their time for this worthy committee. Once the Needs Assessment Committee recommends approval of a project, the project is then submitted to the Shelby County Board of Commissioners for approval of funding. After the Shelby County Board of Commissioners approves funding for a project, the projects are re-submitted to the Shelby County Board of Education to appropriate the expenditures.

IX. BUDGET POLICIES AND PRACTICES (cont'd)

CAPITAL BUDGETS (concl'd)

The Needs Assessment Committee meets every other month in the 4th floor conference room of 160 North Main Street, Memphis, Tennessee. Meeting dates and times are posted on the County's Sunshine Board.

REVIEW/APPROVAL: Once the initial budget is prepared, it is submitted to the Internal Budget Committee for review. During the committee hearings, program managers are given the opportunity to explain their programs and justify their budgets. After the committee meetings, revisions are made to the budget before the proposed document is prepared and presented to the Board. The Board reviews the proposed budget during the budget review meetings with members of the community. The Board approves the proposed budget which is submitted to the legislative body, which consists of the Memphis City Council and the Shelby County Commissioners. The Board of Education is required by City Charter to submit to the City Council the proposed budget for approval by resolution each year.

ADOPTION: Once the City Council approves the proposed budget, the budget is adopted by the Board. The adopted budget is submitted to the State of Tennessee as the official budget document. The Board adopts a budget and an appropriating resolution for each fiscal year prior to the beginning of that fiscal year. The Board recognizes that the annual adopted budget is a legal document required by statute and, therefore, directs that such a budget for the operation of MCS be developed annually by the Superintendent.

The Board further recognizes that the budget provides the framework for both expenditures and revenues for the year and translates into financial terms the educational programs and priorities for the District. MCS must provide a budget by major function and by major object to the Board. The approval of the annual budget by the Board provides authorization to the Superintendent and the administrative staff to expend any or all of the amounts appropriated to the limit of each separate fund for the specific budget year.

The annual budget is the most concise expression of the educational goals of the District because the budget expresses the services the District plans to provide during the period covered by the budget. Because the responsibilities of the District are continuous, the annual budget should be controlled to the optimum extent by policies that are compatible with the long-range plans of the District.

The State requires that a line item budget by functional category be entered into e-Reporting on the State Department of Education's website. State law requires the District to submit its operating budget to the State of Tennessee Department of Education by August 1. In the event the District does not adopt a budget for operation by July 1, the MCS Board must approve a continuation budget by resolution and the school budget for the year just ended shall continue in effect until a new school budget has been adopted. A continuation budget is not valid beyond October 1 of the current fiscal year for purposes of the District's eligibility to receive State school funds.

IMPLEMENTATION/MONITORING: Budget Services works closely with the Information Technology Department to load the adopted budget into the financial system by July 1. As the budget is expended, monitoring of the budget is conducted by the program administrator, principal and Budget Services. Monitoring includes an analysis of budget reports which are distributed electronically each day.

IX. BUDGET POLICIES AND PRACTICES (concl'd)

BUDGET ADMINISTRATION AND MANAGEMENT PROCESS: When unforeseen circumstances arise during the fiscal year which require an amendment to the final adopted operating budget, adjustments can be accomplished in the following manner.

The Superintendent or his designee is authorized to transfer budget amounts between line items of the same state functional classification and within the same major object type, i.e. salaries and benefits or discretionary account. A budget transfer shall be effective when the Superintendent or his designee has approved the item by signature.

The monitoring of expenditures and revenues is a crucial component of the management of the budget. In the event of an unexpected decline in revenue, certain non-essential expenses would be the first to be identified and frozen to ensure a balanced budget at year-end.

POSITION CONTROL: An integral part of the District's adopted budget is Position Control which defines the approved budgeted positions. The purpose of the Position Control is to ensure that the District's staffing does not exceed its authorized positions. The Position control budget is maintained by the Budget Services Division.

Any salary increase that is requested for an employee by a department administrator for purposes of reclassification, equity or other circumstances must first be approved by Human Resources Division of Compensation, and the Superintendent makes the final approval. The department administrator must identify funding for the increase as the department or division's budget must remain budget neutral. Savings realized through vacancies cannot be used to fund salary increase requests.

X. LAWS AFFECTING THIS BUDGET**A. BUDGET ADOPTION**

MCS must submit its budget for approval each year to the following:

- City of Memphis – Pursuant to Memphis City Ordinance, Memphis City Schools must submit its budget for approval by April 15 each year.
- State of Tennessee – Pursuant to Tennessee Code Annotated (TCA) §49-3-316 the District has thirty days after the beginning of each fiscal year to submit to the Commissioner of Education a complete and certified copy of its entire school budget for the current school year. On or before August 1 of each year the District must submit to the Commissioner of Education a correct and accurate financial report of the receipts and expenditures for all public school purposes of the District during the previous school year ending on June 30.

In the event that the local fiscal body has not adopted a budget for the operation of the public schools by July 1 of any year, the District budget for the year just ended shall continue in effect until a new District budget has been approved.

However, expenditures mandated by this part and implemented by rules, regulations and minimum standards of the State board shall be incorporated into this continuing budget. Any continuing budget adopted by the local fiscal body shall not be valid beyond October 1 of the current fiscal year for purposes of the local fiscal body's eligibility to receive State school funds.

B. FINANCIAL REPORTING AND AUDIT REQUIREMENTS

The Superintendent shall submit financial reports to the Board and to State and Federal agencies, as required. Principals are responsible for submitting monthly financial reports to the central office and to State and Federal agencies, as required. Summary financial statements consisting of the various fund balance sheets will be prepared on a monthly basis to ensure the monitoring of controls and financial status.

The Superintendent will also require revenue and expenditure budget projections for the General Fund on a quarterly basis. If the projections indicate a significant over or under-expenditure condition by June 30, corrective action or budget amendments will be initiated by the budget center manager.

An independent audit of all fiscal accounts, including accounts and records of each school's student activity funds, shall be made by a certified public accountant selected by the Board following the end of each fiscal year. The results of this audit, including a management letter, will be made available to the Board of Education.

The Superintendent shall furnish or make copies of the audit available to the proper authorities as prescribed by law.

**FINANCIAL SECTION**

The Financial Section of the budget includes the following information:

- I. MAJOR REVENUE SOURCES AND TRENDS
 - A. City of Memphis
 - B. Shelby County
 - C. State of Tennessee
 - D. Federal Government
 - E. Other Local Sources
 - F. Local Sales Tax
- II. EXPENDITURE CATEGORIES
- III. BUDGET ASSUMPTIONS
- IV. GOVERNMENTAL FUNDS
 - A. All Governmental Fund Types
 - B. General Fund
 - Function Detail
 - C. Capital Projects Fund
 - D. Special Revenue Funds
- V. PROPRIETARY FUNDS
 - A. Internal Service Funds

I. MAJOR REVENUE SOURCES AND TRENDS

As a special school district, MCS has four major revenue sources:

- Local Taxes
- County Bonds
- State Equalization Assistance
- Federal, State and Local Grants and Reimbursements

The City of Memphis and the County of Shelby assess a property tax rate that is earmarked for education. The yield from the tax rate is determined by the estimated value of a penny per \$100 of the assessed value, which is provided to the District by both funding bodies and the County Trustee. State law requires that local funding bodies adhere to the maintenance of effort rule; whereby, their budget must be maintained, at a minimum, to the same budget level as the previous year. If the budget is less, it cannot be reduced lower than the same per pupil funding as the previous year.

MCS is unique since it receives funding as a special school district from the City of Memphis per its charter and from the County of Shelby per its Local Education Agency (LEA) equalization share. Revenues from the City have been uncertain since 2009 when the City reduced the tax rate for education by \$0.6371. The District filed a lawsuit against the City, which was upheld by Chancery Court and the State Supreme Court. Even though it has been ruled that the City must provide its share of maintenance of effort funding to the District, revenues are expected to decrease as the District continues to experience declining enrollment. This is explained further below under the City of Memphis revenue section.

Educational revenues from various County taxes, including sales taxes, are shared between MCS and Shelby County Schools (SCS) based on the weighted full-time equivalent average daily attendance (WFTEADA) formula developed by the Tennessee Department of Education. The WFTEADA percentage varies each year between school districts according to their share of the County-wide enrollment. Revenues are budgeted based on enrollment projections that are developed by school and grade level accounting for mobility factors, birth rates and housing changes. By ordinance, the County has capped the property tax revenues allocated to education. Therefore, revenues are expected to remain flat for some time. According to State law, half of all local sales tax collections must be given to education. Budget estimates are built utilizing forecasts from the County Trustee's Office, the State of Tennessee Commissioner of Finance and Administration and the Sparks Bureau of Business and Economic Research.

The DeJong Group developed long-range County-wide and school district enrollment projections to assist the County government with capital funding plans. County bond funds issued for capital outlay purposes are allocated to each LEA based on the WFTEADA percentage. County government repays the bonded debt at no cost to the school districts. Historically, long-term funding agreements have been reached so that all parties can develop new school and renovation plans according to the County's ability to fund the debt. Capital funds for fiscal years 2009-10 and 2010-11 have been provided through Federal stimulus funds as Qualified School Construction Bonds (QSCBs). Since the District does not have the authority to issue bonds, the County government authorized the issuance and pledged repayment of the debts.

It is anticipated that the Stimulus Funding for Qualified School Construction Bonds will end April 2013, and the District will request funding from Shelby County for capital projects approved by the Needs Assessment Committee. Prior to fiscal year 2009-10, Shelby County funded capital needs for Memphis City Schools and Shelby County Schools up to \$60 million per year, and funds were allocated based upon weighted full-time equivalent average daily attendance. The District has not received funding for capital needs since fiscal year 2010. Memphis City Schools will merge with Shelby County Schools beginning with the 2013-14 school year.

I. MAJOR REVENUE SOURCES AND TRENDS (cont'd)

State equalization funding, primarily generated through State sales tax collections, is calculated using the Basic Education Plan (BEP) formula. The BEP formula for determining revenues is based on a funding plan and not a spending plan. However, certain requirements must be met when using the funds (i.e., class size and minimum teacher salaries), but for the most part, districts are allowed flexibility in spending the funds.

Funding is equalized among State school districts by using fiscal capacity indices based on the Tennessee Advisory Commission on Intergovernmental Relations (TACIR) index, Center for Business and Economic Research (CBER)/Fox index and a 50%/50% combination of both the TACIR and CBER indices. The TACIR index gauges the wealth of the County by using certain economic and poverty indicators. The CBER index measures the revenues generated by the County.

The Basic Education Program allocation has three components: 1) instructional funding, 2) classroom funding and 3) non-classroom funding. Each component has a different State share and required local matching percentage. Funding is based on average daily membership weighted on the 2nd, 3rd, 6th, and 7th twentieth day counts. Formulas used to determine funding are total weighted student count multiplied by the per pupil allocation, per teacher allocation, staffing formulas and salary allocations, maintenance and operations square footage calculations, plus transportation allowances. Whenever a component in the funding formula changes which would cause a district to lose funds, a district may be "held harmless" until that funding level is reached by the district. If a school district's enrollment drops, it may fall into a "stability" classification; whereby, the district's allocation is maintained for one year at the previous year's funding level.

Federal and State grant funds are primarily funded based on the free and reduced nutrition count or entitlement basis. Some grants are competitive and based on the application. Grant funds are categorical, and the revenues are reimbursed based on expenditures that are restricted for specific purposes that cannot supplant the District's general operating fund. The National School Lunch Program reimburses the District based on entitlement and the number of meals served.

Local grants are revenues derived from outside sources other than the Federal or State governments. Revenues from local grants may be received through donations or a competitive application process. Expenditures are restricted for specific purposes. Through a competitive application process, the District has been awarded \$90,000,000 over the course of seven years from the Bill & Melinda Gates Foundation to improve teacher effectiveness and student performance.

Revenues of the District are classified by fund and source. Sources of revenues include:

A. CITY OF MEMPHIS

City funding is comprised of the following revenue sources:

CITY FUNDING – These revenues include Current Property Taxes, Delinquent Taxes, in Lieu of Taxes, Court Fines, Moving Traffic Violations, and other funding sources to be determined by the City of Memphis.

Current Property Tax: In fiscal year 2006, the City Council approved a 27 cent tax increase after the tax rate was adjusted based on the reappraisal of property. The tax rate for education was adjusted to \$.8271 of the \$3.4332 tax rate less \$.005 commission with 94% expected collection. Education's share of the tax rate did not change from 2001 through 2008. For fiscal year 2009, the City Council approved a reduction of \$.6371 in the tax rate for education to 19 cents. A lawsuit was filed with the Chancery Court contesting the legality of the reduction. The Court found that the City was obligated to provide funding.

I. MAJOR REVENUE SOURCES AND TRENDS (cont'd)

A. CITY OF MEMPHIS (cont'd)

The City filed an appeal and the Tennessee Court of Appeals ruled that the City is responsible for funding the school district to comply with the State's Maintenance of Effort requirement. The City sought further legal remedies and petitioned the Tennessee State Supreme Court. The District was notified on August 25, 2010, that the Supreme Court declined to hear the City of Memphis' appeal regarding the school funding case. The Court's decision means that the City of Memphis owes the District \$55 million for the 2008-2009 school year. For fiscal year 2012, the City assessed a one-time tax rate of 18 cents to begin a payment plan toward the amount owed.

Historical Reference			
Fiscal Year	Tax Rate	Education Share	Budgeted Value of Penny
2013	\$ 2.2917	\$ 0.1800	\$ 1,075,315
2012	2.4717	0.1868	1,011,450
2011	2.2917	0.1868	1,093,933
2010	2.2917	0.1868	1,119,700
2009	2.3427	0.1900	1,075,835

Delinquent Taxes: Taxes become delinquent sixty days after the tax bills are mailed, normally July 1st of each year.

In Lieu Of Taxes: This revenue represents Memphis City Schools' share of proceeds from organizations that pay a set amount of taxes instead of the standard rate.

Court Fines - Drug Rehabilitation: This revenue is produced by City designation of \$1.00 from each court fine to be used for Memphis City Schools drug and alcohol programs.

Moving Traffic Violations Fines: This revenue is produced by the City designating \$10.00 of each moving traffic fine and \$2.00 of each city court fine to be used for the Memphis City Schools Driver Education Program.

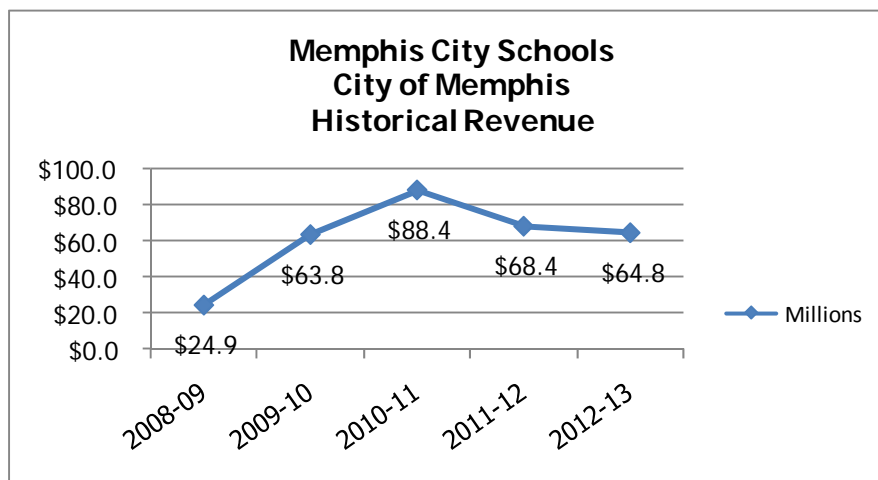
Other: This revenue represents the other sources of funds necessary to meet the maintenance of effort requirement.

The total revenue from all local sources must meet the State Maintenance of Effort (MOE) requirement. The City has changed the MOE level of funding to the District from compliance based on the first level test to the second test. The first level test requires that the total revenue budget from local sources for the new school year equal or exceed the previous year. The second level test is based on a per pupil amount that must equal or exceed the previous year. Since enrollment has declined, the City has

I. MAJOR REVENUE SOURCES AND TRENDS (cont'd)

A. CITY OF MEMPHIS (concl'd)

reduced its portion of funding to the district to only provide the difference between all other local revenue sources and the minimum per pupil requirement.



Funding from the **City of Memphis** represents approximately 6% of Total Governmental Funds Revenue and 7% of Total General Fund Revenue for the Fiscal Year 2012-13 Budget. The graph to the left shows the revenue received from the City beginning in Fiscal Year 2008-09 through Fiscal Year 2012-13. In Fiscal Year 2008-09, the City of Memphis withheld funding from the District. Although

the District relies heavily on funding from the City of Memphis, the revenue received from the City is not considered a major revenue source.

B. SHELBY COUNTY

Alcoholic Beverage Tax: This annual tax is assessed on the seating capacity of any establishment serving mixed drinks. One half of these collections are designated for education and are distributed to the Memphis City Schools and Shelby County Schools on the basis of average daily attendance (ADA).

NOTE: In July 2007, the County Commission approved a resolution that changed education funding retroactive to FY 2007. Total educational funding is now capped at a set budget amount regardless of total revenue collections. Beginning with FY 2008, funding realized from growth is applied toward and reduces the Wheel Tax obligation. Revenue growth in excess of the Wheel Tax obligation is placed in an educational trust fund that is held by the County Trustee and these dollars are applied toward the next fiscal year's funding cap. Total education funding is expected to remain flat for several years.

Current Property Tax: Prior to FY 2007, revenues were based on the county property tax rate per one hundred dollars of assessed valuation with 98% expected collection. The county property tax rate represented the District's share of proceeds based upon a tax rate of \$4.02 for City residents and \$4.06 for County residents living outside the City of Memphis, which changed from the 2003 rate of \$3.79. The Tennessee Supreme Court established distribution of these funds between special school districts and county schools on the basis of weighted full-time equivalent of average daily attendance (WFTEADA). The WFTEADA distribution was 68.67% to Memphis City Schools and 31.33% to Shelby County Schools for 2009-10. For 2010-11, the distribution is 69.06% to Memphis City Schools and 30.94% to Shelby County Schools. The District assumed students from the Chimneyrock and Berryhill annexation areas during FY 2011. For 2011-12, the distribution was 69.2% for MCS and 30.8% for SCS based on enrollment projections. For 2012-13, the distribution is projected to change to 68% to MCS and 32% to SCS based on enrollment projections.

Delinquent Property Tax: These taxes represent collections after February 28 of prior years.

I. MAJOR REVENUE SOURCES AND TRENDS (cont'd)

B. SHELBY COUNTY (concl'd)

Exempt Property In Lieu of Tax: These taxes are collected from businesses that have been granted tax relief by the Center City Commission and the Industrial Development Board due to site improvements, new construction or relocation that will add jobs to the City and/or County. Funds are distributed based on average daily attendance.

In Lieu of Tax Memphis Light, Gas & Water: The District's proration of money from the Light, Gas & Water Division is allocated on the same basis as the current property tax.

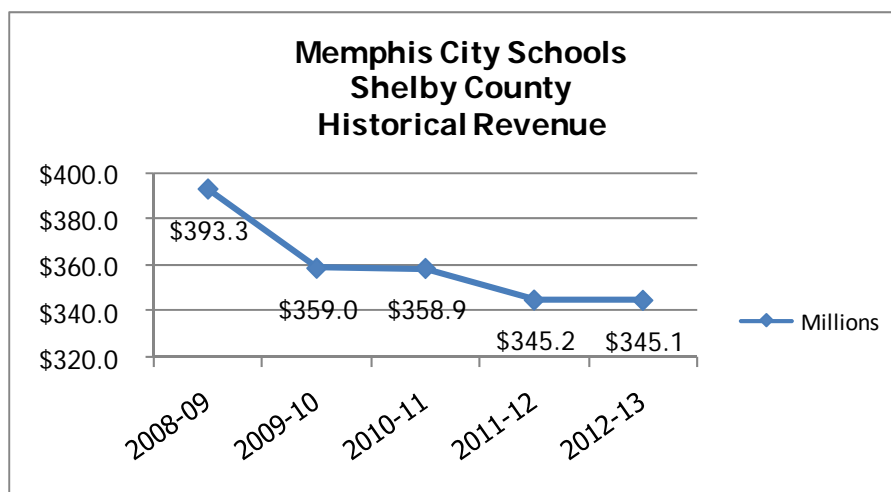
Other: These revenues are received from time-to-time from various sources other than taxes.

Privilege Tax: This tax is an annual business tax with allocation between City and County schools based upon average daily attendance.

TPSC (Pickup) Taxes (Current and Prior): These taxes were created by TCA §67-5-501, which classifies certain property associated with utilities and railroads as real property for purposes of property taxation. The taxes are "picked up" if they are not on the tax roll. In previous years, these taxes were reported as current and delinquent property taxes.

Transfer In - Uptown Re-development: These taxes are assessed on land purchased from the County that falls within the redevelopment zone. In FY 2011, it was determined that ordinance 4869 had been misinterpreted by the Trustee Office since 2002. The tax should be based on the current year tax rate instead of the project's base year tax rate.

Wheel Tax: Effective October 1, 2001, the County wheel tax rate for auto license tags was doubled from \$25 to \$50 on privately-owned vehicles; from \$40 to \$80 on business-owned vehicles, including leased vehicles; and from \$10 to \$20 on motorcycles. The revenues were divided with half the proceeds designated to City and County schools operating funds distributed based on average daily attendance. The other half was used by the County for debt repayment. Based upon a County resolution adopted in fiscal year 2007, wheel tax is only remitted by the County to the District when property tax collections are not sufficient to meet the annual appropriation for education.



The chart to the left depicts all revenue received from **Shelby County Government**, including Local Sales Tax which is explained in item F. of this section. Prior to fiscal year 2009-10 the District received funding for capital needs from the Shelby County. Revenue is distributed by Shelby County to both Memphis City Schools and Shelby County Schools based upon weighted full-time

equivalent of average daily attendance (WFTEADA). The trend shows a reduction in funding which is a direct correlation with declining enrollment. Revenue from Shelby County represents 30% of total funding and is considered a major revenue source in the Governmental Funds.

I. MAJOR REVENUE SOURCES AND TRENDS (cont'd)**C. STATE OF TENNESSEE**

Basic Education Program (BEP) - The State provides BEP funding to Local Education Agencies from revenue it receives from Sales Tax, Mixed Drink Tax and Cigarette Tax (in July 2007, legislation was passed to raise additional funding for education through a "cigarette tax" and from surplus revenues). BEP is a funding formula that determines the funding level required for each school system to provide a common, basic level of service for all students in the State of Tennessee. BEP was adopted by the state legislature in 1992 as part of the Education Improvement Act (EIA). The BEP formula contains 45 components that the legislature has deemed necessary for schools to succeed. The formula determines the actual state share of education funding by each county's relative ability to pay or its "fiscal capacity". School boards have broad flexibility in determining how to allocate state funds. The BEP component costs are recalculated and updated for inflation each year. Additional information about BEP can be found at the following link: <http://www.tn.gov/sbe/BEP%20Booklet%20FY12.pdf>.

This revenue includes MCS' share of funds under the Basic Education Program. Beginning in fiscal year 1993-94, all State funds except for Medicare Reimbursement, Career Ladder, Driver Education, 21st Century Classrooms and some mental health funds were merged into the Basic Education Program.

BEP - Charter School Capital - Legislation was passed effective for fiscal year 2010-11 that separated the capital outlay portion of total district BEP funds that was directly attributable to charter school enrollment.

State Fiscal Stabilization Funds (SFSF) - The State Fiscal Stabilization Fund programs are grants provided to States and shared with LEAs to help stabilize State and local budgets in order to minimize and avoid reductions in education and other essential services in exchange for a State's commitment to advance essential education reform in key areas.

BEP Stimulus SFSF – School districts earmarked these funds to save teaching positions.

Career Teacher Program – The "Career Ladder Program" revenues are restricted and must flow-through to teachers who are eligible to receive the funds. Expenditures are based upon those eligible and approved.

Coordinated School Health SFSF – The program promotes overall school health improvement goals.

Driver Education – State funds are provided to enhance safe driving program within schools. The state allocates these funds based upon the number of students served.

Extended Contract (Career Ladder) – This funding is restricted as a flow-through for Extended Contract expenditures that support Elementary Summer School and various other District programs.

Extended Contract Program SFSF - The program provides various after-school and extended-year instructional programs to students.

Family Resource Centers SFSF – The program provides information to families about resources, support and benefits available in the community and on developing a coordinated system of care for children in the community.

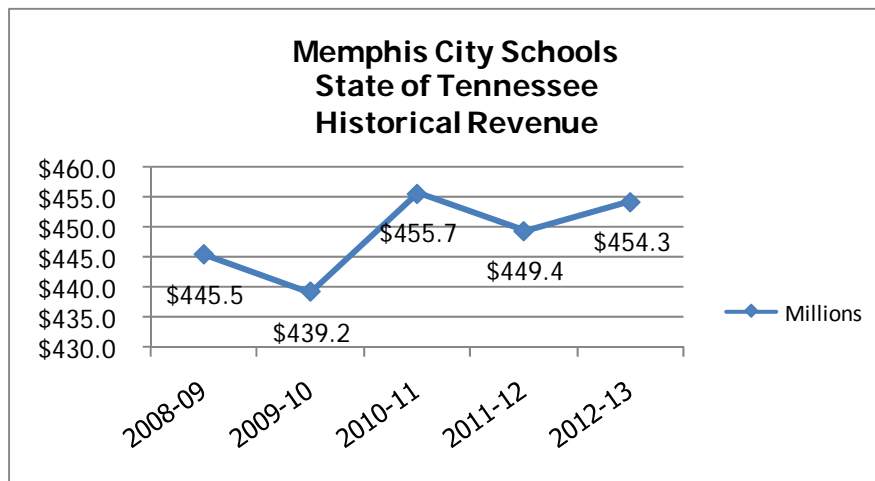
Internet Connectivity SFSF - These funds provide for Internet connectivity as an ENA district.

Mental Health - Alcohol and Drug Services – The Tennessee Department of Health provides funds for diagnostic and treatment services, early intervention and teacher training.

I. MAJOR REVENUE SOURCES AND TRENDS (cont'd)

C. STATE OF TENNESSEE (concl'd)

Safe Schools SFSF – Positive Behavior Intervention and Supports (PBIS) has been the underlying process to document needs and use data based problem solving to develop interventions at universal, secondary, and tertiary levels. The program also includes emergency management and safety preparedness; violence and drug prevention; crisis prevention and conflict resolution; student leadership and engagement initiatives.



Total Revenues received from the **State of Tennessee** are illustrated in the chart to the left. The District estimates that it will receive \$454.3 million in fiscal year 2012-13. The largest source of revenue from the State is BEP, which is based upon average daily membership. The District has received additional funding from the State over the past three years for Extended Contract, Coordinated

School Health, Safe Schools, Family Resource Centers and Internet Connectivity. Revenue from the State of Tennessee represents 40% of total funding and is considered a major revenue source in the Governmental Funds.

D. FEDERAL GOVERNMENT

Adult Basic Education: Financial assistance is provided to school systems offering basic education courses to adults in the community.

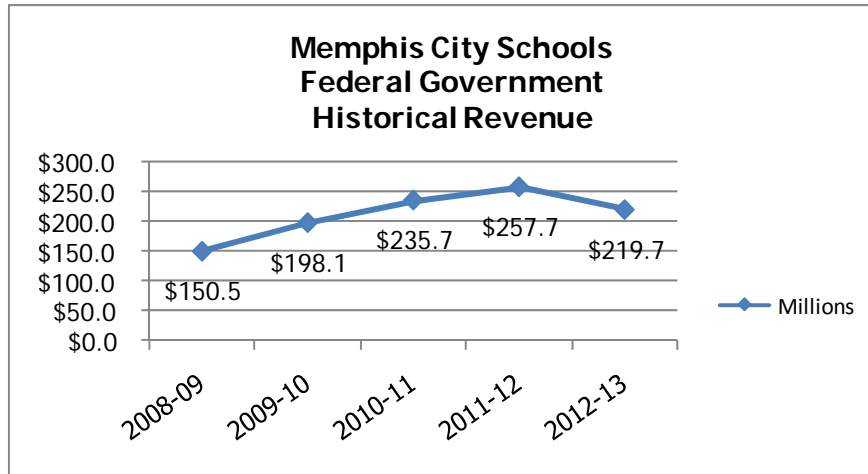
Indirect Costs: Federal programs reimburse the District for a portion of the administrative services provided to its programs.

J.R.O.T.C. Reimbursement: The Second Region U.S. Army reimburses the District for conducting J.R.O.T.C. programs in secondary schools. This represents approximately 50 percent of the cost for military instructor pay budgeted expenditures.

Other Federal Flowed through the State: These federal revenues are from various sources. In FY 2011, SNAP (State and National Archival Partnership) grant funds were received.

I. MAJOR REVENUE SOURCES AND TRENDS (cont'd)

D. FEDERAL GOVERNMENT (concl'd)



Total Revenues received from the **Federal Government** are illustrated in the chart to the left. The District estimates that it will receive \$219.7 million in fiscal year 2012-13. Revenue from the Federal Government represents 19.35% of total funding and is considered a major revenue source in the Governmental Funds. Funding from the Federal Government is primarily for

grants and services. Funding in this category peaked in fiscal year 2010-11; the second year of American Recovery and Reinvestment Act funding.

E. OTHER LOCAL SOURCES

Administrative Fees: Service fees are charged to charter schools based on contractual agreements.

Interest Earnings from Investments: Revenues are earned from the District's short-term cash management activities.

Judgment Recovery: This revenue represents legal settlement proceeds that are infrequent in nature.

Miscellaneous: This revenue is generated from library fines, shop fees, sales of obsolete equipment, lost textbook collections, insurance recoveries, donations, etc.

Rental of Facilities: This revenue is generated from the rental of facilities owned by the District.

Sale of Property: Income generated from the sale of vacant property.

Stadium Receipts: This revenue is produced from athletic ticket sales at Memphis City Schools' stadiums.

Tuition: This revenue is generated from tuition fees for students to attend various educational programs.

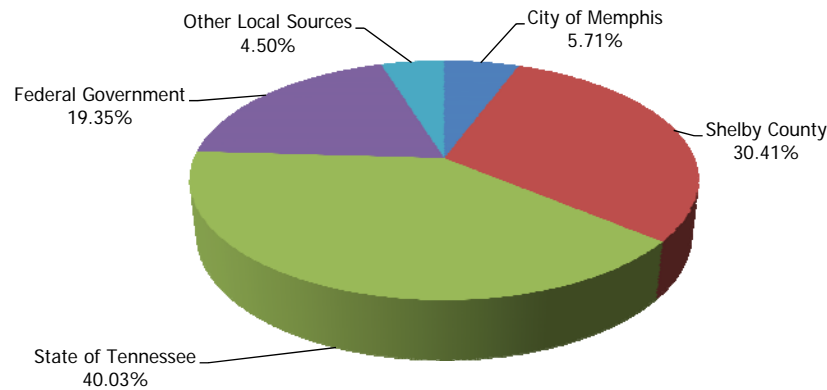
F. LOCAL SALES TAX

County Sales Tax: The first one-half of the \$0.0225 collected has been designated for education and is divided on a weighted full-time equivalent of average daily attendance basis between the City schools and County schools. Revenue estimates include Trustee's commission.

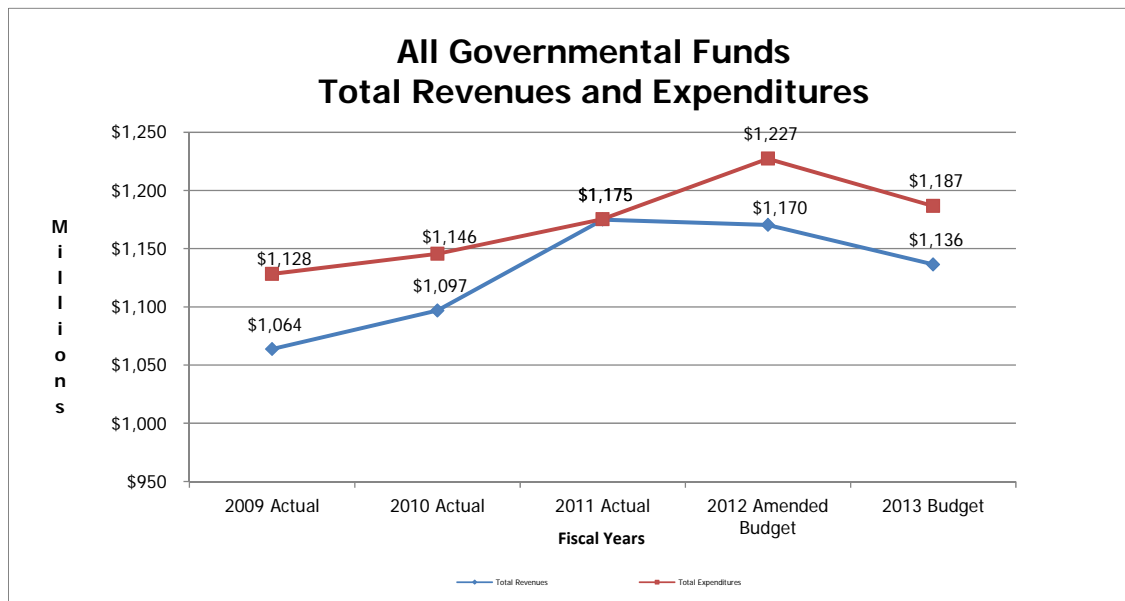
I. MAJOR REVENUE SOURCES AND TRENDS (concl'd)

Memphis City Schools Highlights of the 2012-13 Budget Revenues

	2011-12 Amended Budget	2012-13 Adopted Budget	Percentage of 2012-13 Budget	Percentage Increase (Decrease)
City of Memphis	\$ 68,407,842	\$ 64,878,782	5.71%	-5.16%
Shelby County	345,235,034	345,185,228	30.41%	-0.01%
State of Tennessee	449,440,279	454,323,294	40.03%	1.09%
Federal Government	257,693,434	219,679,132	19.35%	-14.75%
Other Local Sources	49,527,444	54,736,016	4.50%	10.52%
Totals	\$ 1,170,304,033	\$ 1,138,802,452	100.00%	-2.69%



The chart below depicts the District's historical revenue and expenditures trends for governmental funds. The graph below intentionally excludes Internal Service Funds.



II. EXPENDITURE CATEGORIES

Expenditures are classified by fund, function and object. Examples of functions include instruction, instructional support and general administration. A description of functions and object codes follows:

Functions

Instruction - Activities designed to deal directly with the interaction between teachers and students.

Instructional support - Support services designed to provide administrative, supervisory, technical (such as guidance and health) and logistical support to facilitate and enhance instruction.

Student support - Services to promote attendance and health services.

Office of principal - Activities concerned with directing and managing the operation of a particular school. Such activities include those performed by the principal, assistant principals and other assistants while they supervise all operations of the school, evaluate staff, assign duties to staff, supervise and maintain the records of the school and coordinate school instructional activities with those of the total school system. These activities also include the work of secretarial and clerical staff in support of the teaching and administrative duties.

General administration - Activities concerned with establishing and administering policy for the operation of the District.

Fiscal services - Activities concerned with the financial operations of the District. This includes all aspects of budgeting and financial reporting (such as receipts and disbursements, financial and property accounting, payroll, inventory control and the managing of funds).

Other support services - Services to students in addition to attendance and health services. These include guidance services and evaluation and testing services for both regular education students, special education students and vocational education students.

Student transportation - Activities concerned with conveying students to and from school, as provided by State and Federal law. This includes trips between home and school and trips to school activities.

Plant services - Activities concerned with keeping the physical plant open, comfortable and safe for use, and keeping the grounds, buildings and equipment in effective working condition and state of repair. These include the activities of maintaining safety in buildings, on the grounds and in the vicinity of schools.

Community service - Activities concerned with providing community services to students, staff or community participants. This includes expenditures for District staff participating in community organizations such as leadership, family resource centers, Families First, pre-kindergarten programs, extended school programs and community-sponsored activities.

II. EXPENDITURE CATEGORIES (cont'd)

Functions (concl'd)

Charter schools - Activities concerned with the operation of the District's charter schools.

Retiree benefits - Amounts paid by the District on behalf of employees for the purpose of retirement.

Food service - Activities concerned with providing meals to students and staff in a school or school system. This service area includes the supervision of a staff whose responsibility is to prepare and serve regular and incidental meals, lunches or snacks in connection with school activities and food delivery.

Debt service - Servicing the debt of the District, including payments of both principal and interest.

Capital outlay - Amounts paid for acquiring land and buildings, remodeling buildings, constructing buildings, additions to buildings, initially installing or extending service systems and other built-in equipment and improving sites.

Relationship Between State Function Units and Financial Structure						
Functional Categories	General Fund Fund 1	Capital Projects Fund Fund 2	Special Revenue Fund Non-Federal Fund 4	Special Revenue Fund Federal Fund 6	Special Revenue Fund Food Service Fund 5	Internal Service Funds
Capital Outlay		X				
Charter Schools	X					
Community Services	X		X	X		
Fiscal Operations	X					
Food Service					X	
General Administration	X					
Instruction - Alternative Education	X					
Instruction - Exceptional Children	X					
Instruction - Regular	X		X	X		
Instruction - Technology & Careers	X					
Instructional Support	X		X	X		
Office of Principal	X		X			
Other Potential Uses	X					
Other Support Services	X					X
Plant Operations and Services	X		X			
Student Support	X		X	X		
Student Transportation	X					

Note: Additional information about programs is available within each Fund's section.

Object Codes

Salaries - Amounts paid to both permanent and temporary District employees, including personnel substituting for those in permanent positions. This includes gross salary for personnel services rendered while on the payroll of the District.

Employee benefits - Amounts paid by the District on behalf of employees. These amounts are not included in the employees' gross salary but are in addition to that amount. Such payments are fringe benefit payments and, while not paid directly to employees, are part of the cost of personnel services.

II. EXPENDITURE CATEGORIES (cont'd)

Object Codes (concl'd)

Professional services - Services, which by their nature, can be performed only by persons or firms with specialized skills and knowledge. Services are purchased to operate, repair, maintain and rent property owned or used by the District. These services are performed by persons other than District employees. While a product may or may not result from the transaction, the primary reason for the purchase is the service provided.

Property maintenance services - Amounts paid for repairs and maintenance for equipment not covered by Board contract, rental fees and utilities for all locations in the District.

Contracted services - Amounts paid for services rendered by individuals and/or companies. These activities would include utility services, communication services, repair and maintenance services, rentals, cleaning services, etc.

Supplies & materials - Amounts paid for items that are consumed, worn out or items that lose their identity through fabrication or incorporation into different or more complete units or substances.

Travel - Costs of transportation, meals, lodging and other expenses associated with traveling on business for the District.

Furniture & equipment - Expenditures for furniture, furnishings, athletic equipment and other equipment.

Other objects - Amounts paid for goods and services not otherwise classified above.

Relationship Between (MCS) Functional Units and Funding Source							
Function or Project Description/Categories	Function	General Fund Fund 1	Capital Projects Fund Fund 2	Special Revenue Fund Non-Federal Fund 4	Special Revenue Fund Federal Programs Fund 6	Special Revenue Fund Food Service Fund 5	Internal Service Funds
Elementary K-3	1111	X					
Elementary 4-6	1121	X					
Itinerant Foreign Language Program	1131	X					
Special Skills	1132	X					
Elementary Physical Education	1133	X					
String Music Education Program	1134	X					
Mathematics Improvement Project	1135	X					
Early Childhood Education	1138	X					
Junior High / Middle School	1141	X					
Science Improvement Project	1145	X					
High School	1151	X					
Band and String Instrumentals	1152	X					
Student Work / Exhibitions	1154	X					
Student Residential Mental Health	1155	X					
Driver Education Tuition	1160	X					
Driver Education Instruction	1161	X					
JROTC	1162	X					
Athletics	1170	X					
Hollis F. Price Middle College	1179	X					
Middle College High School	1180	X					
Secondary Summer School	1183	X					
MCS Prep Northwest	1184	X					
MCS Prep Northeast	1185	X					
MCS Prep Southwest	1186	X					
MCS Prep Southeast	1187	X					
Intellectually Gifted	1210	X					
Homebound and Hospital	1218	X					
Exceptional Children Instruction	1221	X					

II. EXPENDITURE CATEGORIES (cont'd)

Relationship Between (MCS) Functional Units and Funding Source (cont'd)							
Function or Project Description/Categories	Function	General Fund Fund 1	Capital Projects Fund Fund 2	Special Revenue Fund Non-Federal Fund 4	Special Revenue Fund Federal Programs Fund 6	Special Revenue Fund Food Service Fund 5	Internal Service Funds
Intellectually Gifted	1210	X					
Homebound and Hospital	1218	X					
Exceptional Children Instruction	1221	X					
Agriculture	1311	X					
Business Office Technology	1313	X					
Health Science Technology	1314	X					
Trade and Industrial Education	1315	X					
Family & Consumer Sciences Edu	1316	X					
Marketing Education	1317	X					
Radio & T.V. Broadcasting	1318	X					
Technology Engineering Education	1332	X					
Vocational Disadvantaged	1335	X					
Adult Basic Education	1410	X					
Adult Academic Program	1420	X					
Adult Vocational Education	1430	X					
Elementary Counseling Services	1510	X					
Secondary Counseling Services	1511	X					
Library & Media Services	1520	X					
Mental Health Services	1530	X					
School Health Services	1540	X					
Coordinated School Health	1541	X					
Section 504	1542	X					
H1N1	1543	X					
Writing Across Curriculum	1901	X					
Textbooks	1911	X					
Substitutes	1912	X					
Optional Schools & Advanced Academics	1913	X					
Classroom Technology	1916	X					
Instructional Technology	1917	X					
English As A Second Language (ESL) Program	1918	X					
Career Teacher Program	1919	X					
School Fees	1920	X					
Alternative Schools	1922	X					
New Media Production & Distribution	1925	X					
School Safety Initiative	1927	X					
School Resource Officers	1928	X					
Drivers Education / ROTC Support	1931	X					
Curriculum Specialists	1932	X					
Pre K-12 Literacy	1933	X					
Pupil Services	1935	X					
School Support	1940	X					
Pre K-16 Innovation & Reform	1942	X					
High School Initiative / Dual Enrollment	1943	X					
Prof Dev & Staff In-Service	1945	X					
Board of Education Services	2110	X					
Internal Audit	2112	X					
Contract Management & Supplier Diversity	2113	X					
Office of General Counsel	2115	X					
Policy, Legislation and Constituent Services	2116	X					
Trustee Commission	2118	X					
Office of The Superintendent	2120	X					
Office of Chief of Staff	2121	X					
Community Engagement	2122	X					
Communications	2125	X					
Curriculum & Instruction	2130	X					
Research, Evaluation and Assessment (REA)	2133	X					
Academic Operations, Technology, and Innovations	2205	X					
Teacher Talent & Effectiveness	2206						
Parental and Community Engagement (PACE)	2215	X					
Adolescent Parenting	2217	X					
Volunteer Services	2218	X					
Printing Services	2221						X
SFSF Family Resource Center	2223	X					
Exceptional Children Administration	2230	X					
Technology and Careers	2270	X					
Adult Education Support	2275	X					

II. EXPENDITURE CATEGORIES (cont'd)

Relationship Between (MCS) Functional Units and Funding Source (cont'd)							
Function or Project Description/Categories	Function	General Fund Fund 1	Capital Projects Fund Fund 2	Special Revenue Fund Non-Federal Fund 4	Special Revenue Fund Federal Programs Fund 6	Special Revenue Fund Food Service Fund 5	Internal Service Funds
Elementary School Leadership	2405	X					
In-Lieu of Asst. Principals	2406	X					
Secondary School Leadership	2410	X					
Regional Superintendent - Northeast (Region 3)	2411	X					
Regional Superintendent - Northwest (Region 1)	2412	X					
Regional Superintendent - Southwest (Region 2)	2414	X					
Regional Superintendent - Southeast (Region 4)	2416	X					
School Operations/Striving Schools	2417	X					
Technology and Careers Admin	2420	X					
Exceptional Children Center Administration	2430	X					
Student Accounting	2520	X					
Mental Health Administration	2530	X					
Ida B. Wells Academy	2540	X					
Innovative and Charter Schools	2543	X					
Special Initiative and Student Support	2555	X					
Operations	2600	X					
Finance	2605	X					
Employment Services	2610	X					
EEOC/Equity & Contract Management	2611	X					
Compensation	2612	X					
Strategic Planning, Accountability & System-Wide Performance	2613	X					
Labor Relations	2620	X					
Information Technology	2630	X					
Technology Maintenance Contracts	2631	X					
SFSF Internet Connectivity	2632	X					
Payroll Services	2702	X					
Division of Budget	2704	X					
Fiscal Services	2710	X					
Chief Contracting Officer	2719	X					
Procurement Services	2720	X					
Accounts Payable	2725	X					
Nutrition Services	2760					X	
Risk Management	2806	X					
Facility Support Center	2808	X					X
Custodial	2811	X					
Public Utilities	2812	X					
Fire Safety	2814	X					
Other Building Construction Services	2824		X				
Security Operations	2850	X					
Telecommunications	2851	X					
SFSF Safe Schools	2852	X					
Facility Support	2922	X					
HVAC Maintenance	2929	X					
Other Maintenance of Grounds	2935	X					
Grounds Maintenance	2941	X					
General Zone Maintenance	2942	X					
Zone 2 Maintenance	2944	X					
Zone 3 Maintenance	2945	X					
Zone 4 Maintenance	2946	X					
Vehicle Repair	2951	X					
Electronic Equipment Repair	2953	X					
Band Instrument Repair	2954	X					
Regular Transportation	2990	X					
Exceptional Children Transport	2995	X					
Transportation Other	2996	X					
System Wide Special Projects	3005	X					
Debt Service	4000	X					
Purchase of Insurance	4512	X					
Warehousing	4721						X
Mail & Distribution	4723	X					
Inventory Control	4730	X					
Retired Employee Benefits	5000	X					
Charter Schools General Funds	5500	X					
Other Potential Uses	5600	X					
After School Childcare	5800						

II. EXPENDITURE CATEGORIES (concl'd)

Relationship Between (MCS) Functional Units and Funding Source (concl'd)							
Function or Project Description/Categories	Project	General Fund Fund 1	Capital Projects Fund Fund 2	Special Revenue Fund Non-Federal Fund 4	Special Revenue Fund Federal Programs Fund 6	Special Revenue Fund Food Service Fund 5	Internal Service Funds
Adopt-A-School Seminar	805			X			
Adult Education	979			X			
After School Childcare	989			X			
Arts In Education: Artsfest	832			X			
Broad Residency Grant	977			X			
E-Rate USAC	984			X			
Facility Rental	987			X			
Head Start Observation	942			X			
Homeless Children & Youth Program	951			X			
MCS After School Snacks	988			X			
Mental Health Records Release	873			X			
MET Research Study - BMGF	933			X			
MIAA Dues And Fines	945			X			
Microsoft Class Action Settlement	876			X			
National Science Foundation UOM Grant	934			X			
Research And Evaluation	809			X			
School Age Child Care	855			X			
School Health Clinics	870			X			
School Services	813			X			
Security-Ancillary Services	901			X			
Teacher Effectiveness Initiative	935			X			
TVA Enernoc Demand Response Program	975			X			
Urban Education Center	918			X			
Very Special Arts Festival	998			X			
Early Childhood Education - Pilot	639				X		
Exceptional Children Discretionary Funds	773				X		
Exceptional Children Vocational Rehabilitation-Job Readiness	774				X		
First to the Top- Renewal Schools	672				X		
Foreign Language Assistance Program (FLAP II)	667				X		
Improving the Health and Educational Outcomes of Young People	776				X		
Individuals With Disabilities in Edu Act-IDEA,Part B-Summary	654				X		
Peschool Incentive Program	651				X		
Primetime V - 21st CCL Centers	612				X		
Race To The Top	627				X		
School Leadership Initiative	659				X		
Smaller Learning Communities	603				X		
Teacher Incentive Fund	744				X		
Tennessee First To The Top - Principal Residency	678				X		
Tennessee First To The Top - Teacher Residency	674				X		
Title I School Improvement Grant	632				X		
Title I, Part A - Improving Basic Programs Operated by LEAs	603				X		
Title I, Part D - Neglected, Delinquent, At-Risk	606				X		
Title II, Part A-Teacher and Principal Training - Recruiting	620				X		
Title III, Part A - English Language Acquisition	686				X		
Title III, Part A English Language Acqui	563				X		
Title X, Memphis City/Shelby Co. HomelessChildren and Youth	732				X		
Vocational Progam Improvement Carl Perkins	729				X		
Workforce Investment Act In School	695				X		
Workforce Investment Act Out of School	717				X		

III. BUDGET ASSUMPTIONS

GENERAL:

1. Enrollment projections were developed by school site assuming a continual decline in base enrollment.
2. The current 25 charter schools will add a grade level as identified or outlined in the contracts. The District is planning for four new charter schools that are approved to open in fiscal year 2013.
3. The District plans to continue recruiting, training, and retaining highly effective teachers to accelerate student achievement which will require the redeployment of resources, and adjustments to various practices and procedures within MCS.
4. A review was conducted to identify school pairing and closures. Some of the factors considered were: facility index, declining enrollment, waning birthrates/maturing population and increased housing/vacancies by zip code. The District has decided to close three elementary schools: Georgia Avenue, Graceland and Lakeview.

REVENUES:

1. Fiscal Year 2012-13 local property tax rates and revenue budgets for education are not expected to increase from the 2011-12 fiscal year budget. Local sources of revenues, on a per pupil basis, will remain relatively unchanged from fiscal year 2011-12 in order to remain in compliance with BEP Maintenance of Effort.
2. Fiscal Year 2012-13 funding from the County of Shelby will be based on the District's weighted full time equivalent daily attendance.
3. Fiscal Year 2012-13 assumes an Indirect Cost Rate of 3.3%.
4. Fiscal Year 2012-13 assumes that all other revenues were projected to remain flat.
5. The budget was balanced by enacting expenditure controls for efficient, economical, and effective use of resources. The District budgeted to use \$33,529,060 unassigned fund balance to balance the General Fund budget.

EXPENDITURES:

6. Budget development was focused on the District's strategic plan, academic goals and improvements as identified by the Superintendent, Board of Commissioners and stakeholders.
7. Emphasis was placed on identification of efficiencies, reengineering of operations, identification of revenue generators, and prudent review of alternative funding sources to maximize resources. Efficiencies and investments were identified and tracked separately.

III. BUDGET ASSUMPTIONS (cont'd)

EXPENDITURES (cont'd):

8. Budget development used the Zero/Goal Based Budget Method. All costs were scrutinized and funded based on the value added or outcome to the District and linked to Strategic Goals.
9. Budgets reflect increases identified as non-controllable (contracts, gasoline, postage, utilities, etc.); realignment of functional assignments; or identified as needing investments to support the strategic plan of the District. Non-controllable costs were identified and tracked separately.
10. The budget was built to fund mandated costs; grant matching requirements; substantiated cost for current programs; less efficiencies or cost savings; plus initiatives required to reach goals of high academically performing schools, safe schools, improved graduation rates, and fiscal accountability.
11. Salaries include estimated contractual increases pursuant to negotiations with AFSCME, Local 6519 & UAW, MEA, and SEIU. Fiscal Year 2012-13 allows for step increases and a state mandated 2.5% cost of living adjustment (COLA).
12. Health insurance will reflect changes in Board contribution rates. Effective July 2012, rate increases will be approximately 12.8% depending on plan coverage.
13. MCS will provide health care through a Medicare Supplement to Medicare eligible retirees as in the previous fiscal year. As of June 30, 2011, the District's unfunded OPEB liability was \$1,169,082,486.
14. Retirement benefit costs are adjusted by the State on a biennial basis and will be adjusted for fiscal year 2012-13. Rates for fiscal year 2012-13 are 8.88% for certificated employees and 9.34% for classified employees.
15. Budget development was based on State mandated or Board adopted average teacher staffing formulas for fiscal year 2012-13.

K-3 at 20:1

4-6 at 25:1

Middle School at 26:1 (Board adopted)

Secondary at 28:1

Career and Technology at 20:1

ESL at 40:1

Special Education class size will conform to regular education formula and caseload per TCA §49-1-104(a)

ROTC at	(Required by ARMY)	
<u>Enrollment</u>	<u>Officer</u>	<u>NCO</u>
100-150	1	1
150-250	1	2
251-350	1	3
351-499	1	4

III. BUDGET ASSUMPTIONS (concl'd)**EXPENDITURES (concl'd):**

16. Adjustments were made, where necessary, in assistant principal staffing ratios to support schools with high poverty and special needs. The current staffing formula is as follows:

<u>Student Membership</u>	<u>Positions-Elementary</u>	<u>Positions-Secondary</u>
200	0	1
660	1	1
1,000	1	2
1,100	2	2
1,250	2	3
1,500 plus	2	4
1,750 plus	2	5

17. Instructional staffing (i.e. teachers, guidance counselors, librarians, English Language Learners (ELL) staff, etc.) is based upon projected enrollment by site. Additional staffing will continue to be provided to Striving Schools based on the State accountability plan.

IV. GOVERNMENTAL FUNDS

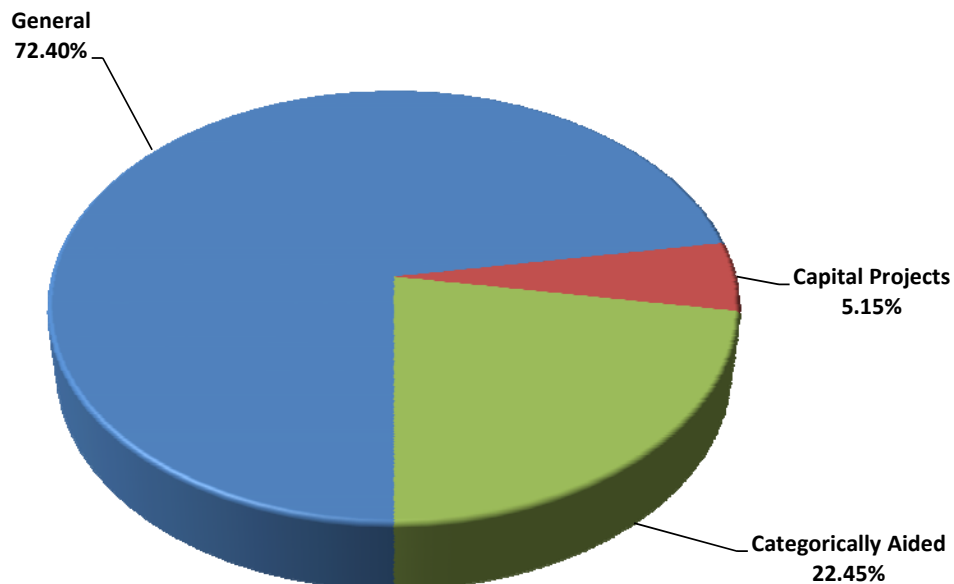
A. ALL GOVERNMENTAL FUND TYPES

The District plans to start fiscal year 2012-13 with \$128,644,741 of total fund balance (unaudited). With \$1,136,355,960 in budgeted revenues and \$1,186,645,199 for budgeted expenditures, the District projects to end fiscal year 2012-13 with approximately \$78,355,502 in total fund balances (before reserves).

Memphis City Schools Highlights of the 2012-13 Budget Fund Balances (All Governmental Funds)

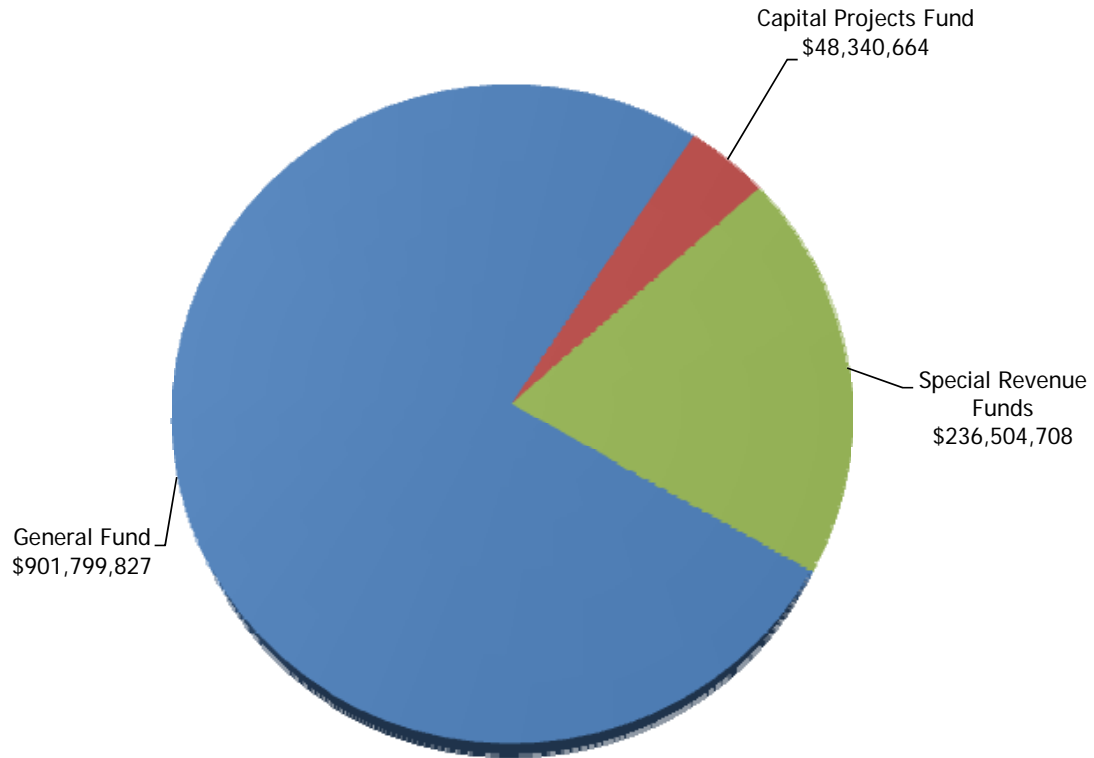
Funds	Fund Balances July 1, 2012	Revenues	Expenses or Expenditures	Fund Balances June 30, 2013
General	\$ 90,261,680	\$ 868,270,767	\$ 901,799,827	\$ 56,732,620
Capital Projects	18,912,590	33,461,952	48,340,664	4,033,878
Categorically Aided	19,470,471	234,623,241	236,504,708	17,589,004
Total	<u>\$ 128,644,741</u>	<u>\$ 1,136,355,960</u>	<u>\$ 1,186,645,199</u>	<u>\$ 78,355,502</u>

2012-13 Projected Ending Fund Balances



IV. GOVERNMENTAL FUNDS (cont'd)**A. ALL GOVERNMENTAL FUND TYPES (cont'd)****SUMMARY OF BUDGETS – ALL GOVERNMENTAL FUND TYPES**

The Governmental Funds are comprised of the General Fund, the Capital Projects Fund and the Special Revenue Funds.



IV. GOVERNMENTAL FUNDS (cont'd)

A. ALL GOVERNMENTAL FUND TYPES (cont'd)

SUMMARY OF BUDGETS – ALL GOVERNMENTAL FUNDS BY FUNCTION

FISCAL YEAR 2012-13 BUDGET

With Comparative Information for Fiscal Years 2008-09 through 2012-13

	2008 - 09 Actual	2009 - 10 Actual
Revenues		
City of Memphis	\$ 24,938,425	\$ 63,846,224
Shelby County	393,336,811	359,014,163
State of Tennessee	445,591,963	439,198,794
Federal Government	150,598,503	198,069,568
Other local sources	49,281,960	36,721,236
Total revenues	<u>1,063,747,662</u>	<u>1,096,849,985</u>
Expenditures		
Instruction	586,322,214	615,055,995
Instructional support	45,627,463	48,298,212
Student support	68,187,637	65,226,996
Office of principal	65,999,419	64,484,007
General administration	11,887,757	15,459,908
Fiscal services	4,539,816	5,088,943
Other support services	20,233,594	16,473,209
Student transportation	24,000,487	17,538,286
Plant services	107,523,791	101,223,744
Community service	22,974,613	22,507,724
Charter schools	21,372,840	29,490,799
Retiree benefits	30,007,304	30,297,529
Food service	48,279,208	51,976,253
Debt Service:		
Principal	979,298	984,210
Interest	11,115	5,658
Capital Outlay	70,343,462	61,498,341
Total expenditures	<u>1,128,290,018</u>	<u>1,145,609,814</u>
Excess (deficiency) of revenues over expenditures	<u>(64,542,356)</u>	<u>(48,759,829)</u>
Beginning Fund Balance	303,924,849	261,748,487
Increase (decrease) in reserve for encumbrance	22,365,994	(9,460,844)
Assignment - Other post employment benefits	-	-
Ending Fund Balance	<u>\$ 261,748,487</u>	<u>\$ 203,527,814</u>

2010 - 11 Actual	2011 - 12 Amended Budget	2012-13 Budget
\$ 88,445,386	\$ 68,407,842	\$ 64,878,782
358,974,917	345,235,034	345,185,228
455,705,363	449,440,279	454,323,294
235,754,371	257,693,434	219,679,132
36,046,134	49,527,444	52,289,524
<u>1,174,926,171</u>	<u>1,170,304,033</u>	<u>1,136,355,960</u>
626,581,307	599,665,496	571,232,800
52,440,106	62,480,367	63,820,286
68,151,227	72,700,421	63,732,727
61,927,811	60,353,094	59,961,051
20,974,785	13,398,054	13,644,718
5,201,343	5,371,873	5,720,481
13,297,607	21,095,528	18,223,024
16,401,463	20,498,106	22,079,965
102,243,005	107,787,342	108,265,404
23,411,314	54,816,098	54,474,647
38,817,022	51,141,585	57,790,366
31,587,734	32,591,830	27,623,054
54,046,173	63,545,000	71,186,000
776,818	547,384	547,384
60,755	2,628	2,628
59,402,888	61,265,844	48,340,664
<u>1,175,321,358</u>	<u>1,227,260,650</u>	<u>1,186,645,199</u>
<u>(395,187)</u>	<u>(56,956,617)</u>	<u>(50,289,239)</u>
203,527,814	197,601,358	128,644,741
(5,531,269)	-	-
-	(12,000,000)	-
<u>\$ 197,601,358</u>	<u>\$ 128,644,741</u>	<u>\$ 78,355,502</u>

**IV. GOVERNMENTAL FUNDS (cont'd)****A. ALL GOVERNMENTAL FUND TYPES (cont'd)****SUMMARY OF BUDGETS – ALL GOVERNMENTAL FUNDS BY OBJECT****FISCAL YEAR 2012-13 BUDGET****With Comparative Information for Fiscal Years 2008-09 through 2012-13**

	2008 - 09 Actual	2009 - 10 Actual
Revenues		
City of Memphis	\$ 24,938,425	\$ 63,846,224
Shelby County	393,336,811	359,014,163
State of Tennessee	445,591,963	428,510,084
Federal Government	150,598,503	210,105,226
Other local sources	49,281,960	35,374,288
Total revenues	<u>1,063,747,662</u>	<u>1,096,849,985</u>
Expenditures		
Salaries	638,868,989	640,693,184
Benefits	187,567,264	188,730,093
Professional services	112,173,612	112,099,590
Property maintenance services	40,056,675	36,115,972
Contracted services	38,128,641	29,851,799
Supplies & materials	60,174,942	59,001,075
Travel	3,189,355	3,489,037
Furniture & equipment	21,135,191	28,387,779
Other objects	5,622,509	17,750,486
Charter schools	21,372,840	29,490,799
Total expenditures	<u>1,128,290,018</u>	<u>1,145,609,814</u>
Excess (deficiency) of revenues over expenditures	<u>(64,542,356)</u>	<u>(48,759,829)</u>
Beginning Fund Balance	303,924,849	261,748,487
Increase (decrease) in reserve for encumbrance	22,365,994	(9,460,844)
Assignment - Other post employment benefits	-	-
Ending Fund Balance	<u>\$ 261,748,487</u>	<u>\$ 203,527,814</u>

2010 - 11 Actual	2011 - 12 Amended Budget	2012 - 13 Budget
\$ 88,445,386	\$ 68,407,842	\$ 64,878,782
358,974,917	345,235,034	345,185,228
455,705,363	449,440,279	454,323,294
235,754,371	257,693,434	219,679,132
36,046,134	49,527,444	52,289,524
<u>1,174,926,171</u>	<u>1,170,304,033</u>	<u>1,136,355,960</u>
653,856,940	650,831,482	635,508,609
208,721,142	212,449,726	212,175,978
108,254,118	130,443,392	113,277,438
37,925,562	42,548,133	40,949,893
22,407,248	30,458,100	34,264,960
57,667,792	53,571,587	57,561,087
2,872,726	3,961,226	3,534,465
30,770,384	32,287,876	17,050,968
14,028,426	19,567,543	14,531,435
38,817,020	51,141,585	57,790,366
<u>1,175,321,358</u>	<u>1,227,260,650</u>	<u>1,186,645,199</u>
<u>(395,187)</u>	<u>(56,956,617)</u>	<u>(50,289,239)</u>
203,527,814	197,601,358	128,644,741
(5,531,269)	-	-
-	(12,000,000)	-
<u>\$ 197,601,358</u>	<u>\$ 128,644,741</u>	<u>\$ 78,355,502</u>

IV. GOVERNMENTAL FUNDS (cont'd)

A. ALL GOVERNMENTAL FUND TYPES (cont'd)

SUMMARY OF BUDGETS – ALL GOVERNMENTAL FUNDS BY FUNCTION FISCAL YEAR 2012-13 BUDGET

	General Fund	Capital Projects Fund
Revenues		
City of Memphis	\$ 64,878,782	\$ -
Shelby County	345,183,228	-
State of Tennessee	448,933,794	-
Federal Government	7,059,963	32,111,952
Other local sources	2,215,000	1,350,000
Total revenues	<u>868,270,767</u>	<u>33,461,952</u>
Expenditures		
Current:		
Instruction	501,063,052	-
Instructional support	23,857,973	-
Student support	63,732,727	-
Office of principal	58,561,366	-
General administration	13,644,718	-
Fiscal services	5,720,481	-
Other support services	17,929,632	-
Student transportation	22,079,965	-
Plant services	107,432,407	-
Community service	1,814,074	-
Charter schools	57,790,366	-
Retiree benefits	27,623,054	-
Food service	-	-
Debt Service:		
Principal	547,384	-
Interest	2,628	-
Capital Outlay	-	48,340,664
Total expenditures	<u>901,799,827</u>	<u>48,340,664</u>
Excess (deficiency) of revenues over expenditures	<u>(33,529,060)</u>	<u>(14,878,712)</u>
Beginning Fund Balance	90,261,680	18,912,590
Ending Fund Balance	<u>\$ 56,732,620</u>	<u>\$ 4,033,878</u>

Special Revenue Funds		
Categorically Aided Fund	Food Service Fund	Total Governmental Funds
\$ -	\$ -	\$ 64,878,782
2,000	-	345,185,228
2,089,500	3,300,000	454,323,294
131,600,217	48,907,000	219,679,132
29,745,524	18,979,000	52,289,524
<u>163,437,241</u>	<u>71,186,000</u>	<u>1,136,355,960</u>
70,169,748	-	571,232,800
39,962,313	-	63,820,286
-	-	63,732,727
1,399,685	-	59,961,051
-	-	13,644,718
-	-	5,720,481
293,392	-	18,223,024
-	-	22,079,965
832,997	-	108,265,404
52,660,573	-	54,474,647
-	-	57,790,366
-	-	27,623,054
-	71,186,000	71,186,000
-	-	547,384
-	-	2,628
-	-	48,340,664
<u>165,318,708</u>	<u>71,186,000</u>	<u>1,186,645,199</u>
(1,881,467)	-	(50,289,239)
2,564,388	16,906,083	128,644,741
<u>\$ 682,921</u>	<u>\$ 16,906,083</u>	<u>\$ 78,355,502</u>

IV. GOVERNMENTAL FUNDS (cont'd)

A. ALL GOVERNMENTAL FUND TYPES (concl'd)

SUMMARY OF BUDGETS – ALL GOVERNMENTAL FUNDS BY OBJECT FISCAL YEAR 2012-13 BUDGET

	General Fund	Capital Projects Fund
Revenues		
City of Memphis	\$ 64,878,782	\$ -
Shelby County	345,183,228	-
State of Tennessee	448,933,794	-
Federal Government	7,059,963	32,111,952
Other local sources	2,215,000	1,350,000
Total revenues	<u>868,270,767</u>	<u>33,461,952</u>
Expenditures		
Salaries	543,036,878	1,750,801
Benefits	183,336,727	530,910
Professional services	21,406,037	44,676,164
Property maintenance services	37,960,215	28,066
Contracted services	27,223,482	28,500
Supplies & materials	15,894,846	767,724
Travel	1,469,221	28,325
Furniture & equipment	4,710,466	530,174
Other objects	8,971,589	-
Charter schools	57,790,366	-
Total expenditures	<u>901,799,827</u>	<u>48,340,664</u>
Excess (deficiency) of revenues over expenditures	<u>(33,529,060)</u>	<u>(14,878,712)</u>
Beginning Fund Balance	<u>90,261,680</u>	<u>18,912,590</u>
Ending Fund Balance	<u>\$ 56,732,620</u>	<u>\$ 4,033,878</u>

Special Revenue Funds

Categorically Aided Fund	Food Service Fund	Total Governmental Funds
<hr/>	<hr/>	<hr/>
\$ -	\$ -	\$ 64,878,782
2,000	-	345,185,228
2,089,500	3,300,000	454,323,294
131,600,217	48,907,000	219,679,132
29,745,524	18,979,000	52,289,524
<hr/>	<hr/>	<hr/>
163,437,241	71,186,000	1,136,355,960
<hr/>	<hr/>	<hr/>
67,012,253	23,708,677	635,508,609
20,975,911	7,332,430	212,175,978
44,845,237	2,350,000	113,277,438
688,219	2,273,393	40,949,893
6,270,478	742,500	34,264,960
12,369,517	28,529,000	57,561,087
1,926,919	110,000	3,534,465
7,225,328	4,585,000	17,050,968
4,004,846	1,555,000	14,531,435
-	-	57,790,366
<hr/>	<hr/>	<hr/>
165,318,708	71,186,000	1,186,645,199
<hr/>	<hr/>	<hr/>
(1,881,467)	-	(50,289,239)
<hr/>	<hr/>	<hr/>
2,564,388	16,906,083	128,644,741
<hr/>	<hr/>	<hr/>
\$ 682,921	\$ 16,906,083	\$ 78,355,502
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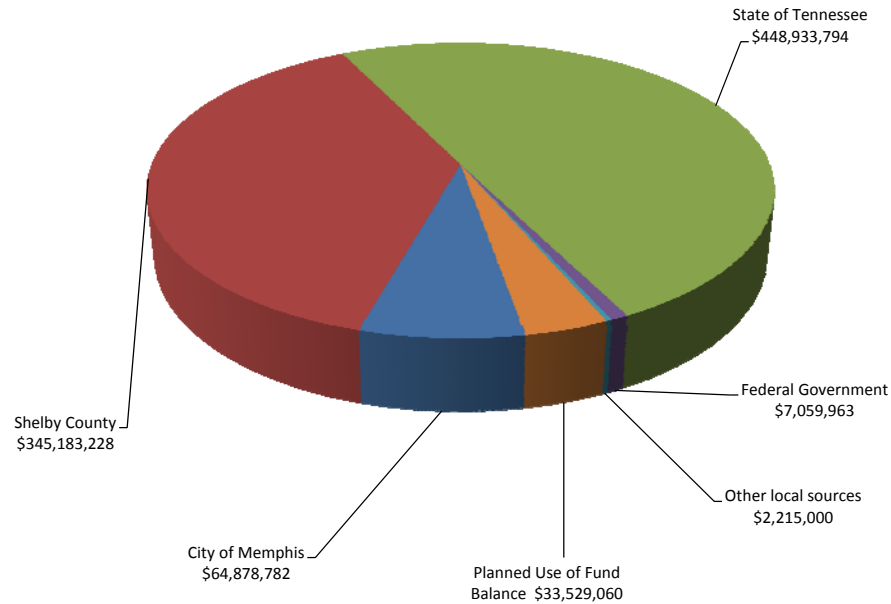
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IV. GOVERNMENTAL FUNDS (cont'd)

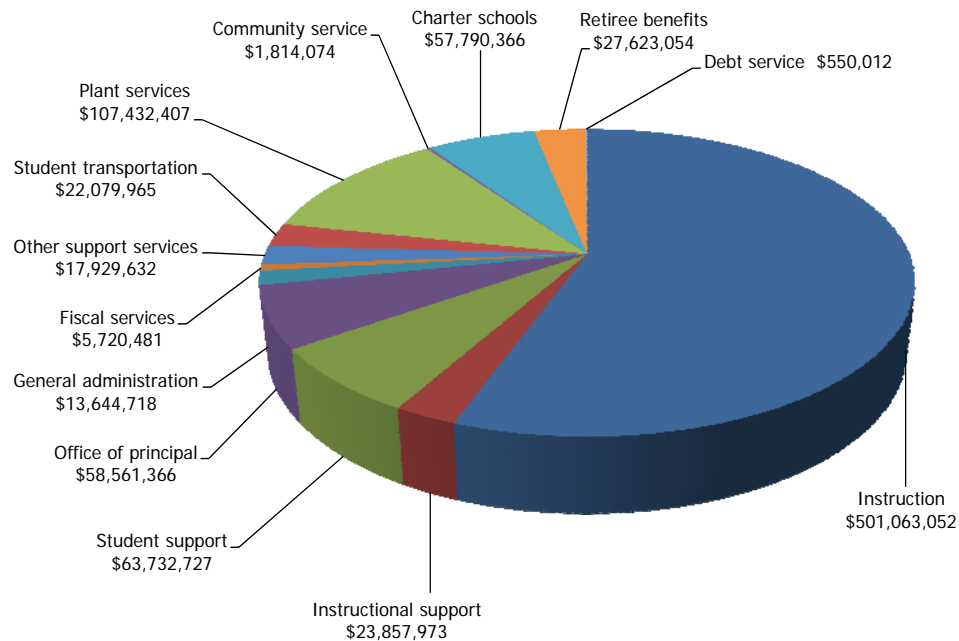
B. GENERAL FUND

2012-13 GENERAL FUND SOURCE OF FUNDS AND EXPENDITURES

Source of Funds



Expenditures



IV. GOVERNMENTAL FUNDS (cont'd)

B. GENERAL FUND (cont'd)

GENERAL FUND BY FUNCTION FISCAL YEAR 2012-12 BUDGET

With Comparative Information for Fiscal Years 2008-09 through 2012-13

	2008 - 09 Actual	2009 - 10 Actual
Revenues		
City of Memphis	\$ 24,938,425	\$ 63,846,224
Shelby County	350,115,282	343,003,183
State of Tennessee	430,501,355	426,370,994
Federal Government	3,059,491	11,654,447
Other local sources	5,540,888	2,643,765
Total revenues	814,155,441	847,518,613
Expenditures		
Instruction	500,998,959	506,736,602
Instructional support	25,334,293	20,173,968
Student support	61,994,769	58,433,934
Office of principal	58,704,279	57,172,839
General administration	11,887,757	12,350,269
Fiscal services	4,539,816	5,088,943
Other support services	17,746,016	14,940,067
Student transportation	23,605,195	17,373,990
Plant services	106,907,079	100,277,322
Community service	3,633,504	1,974,752
Charter schools	21,372,840	29,490,799
Retiree benefits	30,007,304	30,297,529
Food service	-	-
Internal service	-	-
Debt Service:		
Principal	979,298	984,210
Interest	11,115	5,658
Capital Outlay	-	-
Total expenditures	867,722,224	855,300,882
Excess (deficiency) of revenues over expenditures	(53,566,783)	(7,782,269)
Beginning Fund Balance	168,031,886	110,939,121
Increase (decrease) in reserve for encumbrance	(3,525,982)	(8,251,153)
Assignment - Other post employment benefits	-	-
Ending Fund Balance	\$ 110,939,121	\$ 94,905,699

2010 - 11 Actual	2011 - 12 Amended Budget	2012-13 Budget
\$ 88,275,805	\$ 68,407,842	\$ 64,878,782
349,236,467	344,617,010	345,183,228
443,711,804	443,243,435	448,933,794
9,163,422	6,007,673	7,059,963
2,528,833	4,128,750	2,215,000
<u>892,916,331</u>	<u>866,404,710</u>	<u>868,270,767</u>
504,270,629	495,392,733	501,063,052
20,944,289	23,433,162	23,857,973
61,799,039	60,885,923	63,732,727
58,946,906	57,219,453	58,561,366
13,418,141	13,398,054	13,644,718
5,201,343	5,371,873	5,720,481
12,818,577	16,901,956	17,929,632
15,343,999	19,177,250	22,079,965
101,878,642	106,864,554	107,432,407
1,749,988	1,810,288	1,814,074
38,817,022	51,141,585	57,790,366
31,587,734	32,591,830	27,623,054
-	-	-
-	-	-
776,818	547,384	547,384
60,755	2,628	2,628
-	-	-
<u>867,613,882</u>	<u>884,738,673</u>	<u>901,799,827</u>
25,302,449	(18,333,963)	(33,529,060)
94,905,699	120,595,643	90,261,680
387,495	-	-
-	(12,000,000)	-
<u>\$ 120,595,643</u>	<u>\$ 90,261,680</u>	<u>\$ 56,732,620</u>

IV. GOVERNMENTAL FUNDS (cont'd)

B. GENERAL FUND (cont'd)

GENERAL FUND BY OBJECT

FISCAL YEAR 2012-13 BUDGET

With Comparative Information for Fiscal Years 2008-09 through 2012-13

	2008 - 09 Actual	2009 - 10 Actual
Revenues		
City of Memphis	\$ 24,938,425	\$ 63,846,224
Shelby County	350,115,282	343,003,183
State of Tennessee	430,501,355	426,370,994
Federal Government	3,059,491	11,654,447
Other local sources	5,540,888	2,643,765
Total revenues	<u>814,155,441</u>	<u>847,518,613</u>
Expenditures		
Salaries	546,047,415	545,779,190
Benefits	164,327,560	164,164,267
Professional services	24,454,791	16,922,223
Property maintenance services	36,937,468	33,660,410
Contracted services	29,668,030	22,567,142
Supplies & materials	25,582,502	25,923,193
Travel	1,153,028	1,254,847
Furniture & equipment	9,573,178	6,928,227
Other objects	8,605,412	8,610,584
Charter schools	21,372,840	29,490,799
Total expenditures	<u>867,722,224</u>	<u>855,300,882</u>
Excess (deficiency) of revenues over expenditures	<u>(53,566,783)</u>	<u>(7,782,269)</u>
Beginning Fund Balance	168,031,886	110,939,121
Increase (decrease) in reserve for encumbrance	(3,525,982)	(8,251,153)
Assignment - Other post employment benefits	-	-
Ending Fund Balance	<u>\$ 110,939,121</u>	<u>\$ 94,905,699</u>

2010 - 11 Actual	2011 - 12 Amended Budget	2012 - 13 Budget
\$ 88,275,805	\$ 68,407,842	\$ 64,878,782
349,236,467	344,617,010	345,183,228
443,711,804	443,243,435	448,933,794
9,163,422	6,007,673	7,059,963
2,528,833	4,128,750	2,215,000
<u>892,916,331</u>	<u>866,404,710</u>	<u>868,270,767</u>
541,594,157	532,172,621	543,036,878
178,363,680	179,679,709	183,336,727
14,529,692	20,340,501	21,406,037
33,593,968	37,973,747	37,960,215
19,094,759	24,395,419	27,223,482
25,257,688	19,189,567	15,894,846
958,675	1,406,697	1,469,221
7,243,705	5,027,842	4,710,466
8,160,538	13,410,985	8,971,589
38,817,020	51,141,585	57,790,366
<u>867,613,882</u>	<u>884,738,673</u>	<u>901,799,827</u>
<u>25,302,449</u>	<u>(18,333,963)</u>	<u>(33,529,060)</u>
94,905,699	120,595,643	90,261,680
387,495	-	-
-	(12,000,000)	-
<u>\$ 120,595,643</u>	<u>\$ 90,261,680</u>	<u>\$ 56,732,620</u>

IV. GOVERNMENTAL FUNDS (cont'd)

B. GENERAL FUND (cont'd)

State Classification of General Fund Expenditures and Personnel

	2010-2011 Amended Budget	2010-2011 Actual	2011-2012 Amended Budget	2011-2012 Total Positions	2012-2013 Adopted Budget	2012-2013 Total Positions
Instruction - Regular						
1111 Elementary K - 3	125,266,315	121,184,346	123,421,084	1,745.00	127,553,947	1,736.00
1121 Elementary 4 - 6	67,889,352	61,389,806	66,480,410	928.00	67,240,006	901.00
1131 World Languages	3,408,239	2,934,907	2,934,540	46.00	3,009,178	46.00
1132 Elementary Art and Music	15,499,062	15,257,621	15,299,454	227.50	15,310,854	222.50
1133 Health, Physical Educ and Lifetime Wellness	8,208,052	8,153,241	8,524,720	119.00	8,747,255	119.00
1134 String Music Education Program	982,633	1,015,754	1,122,894	15.00	1,114,461	15.00
1135 Mathematics Improvement Project	1,381,066	1,240,799	2,017,937	2.00	1,632,565	2.00
1141 Junior High / Middle School	54,919,253	52,638,092	58,270,956	867.00	59,268,198	828.00
1144 Social Studies	-	-	-	-	388,450	-
1145 Science Improvement Project	267,178	236,900	552,845	2.00	448,132	2.00
1151 High School	68,064,835	67,727,258	48,705,965	638.50	49,476,616	653.00
1152 Band/Strings/Choral Program	580,704	577,581	876,564	-	897,994	-
1154 Project-Based Learning	670,728	629,072	572,731	2.00	241,654	2.00
1155 Student Residential Mental Health Services	-	-	-	-	85,000	-
1160 Driver Education Tuition	105,935	95,041	115,000	-	107,360	-
1161 Driver Education Instruction	1,889,455	1,878,987	1,000,924	12.00	975,775	12.00
1162 J.R.O.T.C.	5,121,474	4,822,363	3,366,277	55.00	3,654,479	55.00
1170 Athletics	4,055,554	4,068,113	3,704,435	11.00	3,538,022	11.00
1183 Secondary Summer School	3,203,221	2,478,786	3,110,280	2.00	2,934,830	2.00
1184 MCS Prep Northwest	670,722	976,050	1,928,730	28.00	2,459,746	28.00
1185 MCS Prep Northeast	535,851	869,023	1,793,521	26.00	2,435,983	26.00
1186 MCS Prep Southwest	492,046	840,586	1,564,792	24.00	2,153,269	24.00
1187 MCS Prep Southeast	2,101,684	2,196,558	2,242,775	27.00	2,828,502	28.00
1901 Extended Contract - Career Ladder	2,511,346	1,758,894	1,759,100	-	1,759,100	-
1911 Textbooks	9,734,606	9,671,728	5,105,297	-	1,714,027	-
1912 Substitutes	4,462,642	7,770,674	6,417,774	-	6,417,774	-
1913 Optional Schools and Advanced Academics	7,741,276	7,386,338	6,568,449	72.50	6,752,861	72.00
1914 Professional Development - Schools	230,152	159,314	-	-	-	-
1918 English as a Second Language (ESL) Program	12,239,405	11,520,955	12,633,081	190.00	14,864,242	224.00
1919 Career Teacher Program	4,708,732	4,027,710	3,382,344	-	3,382,344	-
	406,941,518	393,506,497	383,472,879	5,039.50	391,392,624	5,008.50
Instruction - Alternative Education						
1179 Hollis F. Price Middle College	1,558,771	1,354,988	1,527,048	17.50	1,520,133	17.50
1180 Middle College High School	1,685,855	1,580,997	1,674,580	21.50	1,767,810	21.50
1921 Memphis Job Corps Academy	753,679	669,930	-	-	-	-
1922 Alternative Schools	9,136,993	8,375,785	5,707,284	80.83	5,739,364	79.00
2217 Adolescent Parenting	1,331,696	1,267,624	1,210,323	21.00	1,243,706	21.00
2540 Ida B. Wells Academy	1,027,832	936,645	1,012,245	15.00	1,122,783	15.00
2543 Innovative and Charter Schools	835,922	792,391	779,732	8.00	810,051	8.00
	16,330,748	14,978,360	11,911,212	163.83	12,203,847	162.00
Instruction - Exceptional Children						
1210 Intellectually Gifted	5,501,095	6,264,028	6,765,713	91.00	7,008,928	91.00
1218 Homebound and Hospital	1,139,414	1,371,343	1,188,509	15.00	1,191,863	15.00
1221 Special Education Instruction	61,809,135	62,267,208	68,516,959	1,071.00	68,846,045	1,070.55
	68,449,644	69,902,579	76,471,181	1,177.00	77,046,836	1,176.55
Instruction - Technology and Careers						
1311 Agriculture	438,055	328,950	305,374	4.00	312,528	4.00
1313 Business and Office Technology	7,049,749	6,748,580	4,339,572	60.00	4,854,606	61.00
1314 Health Science Technology	885,794	885,196	779,719	12.00	928,264	12.00
1315 Trade and Industrial Education	5,965,014	5,712,165	3,891,069	58.00	4,292,888	59.00
1316 Family and Consumer Sciences Education	5,379,465	5,246,550	4,353,629	60.00	4,517,835	60.00
1317 Marketing Education	1,885,859	1,885,861	764,703	9.00	743,586	9.00
1318 Radio and Television Broadcasting	1,209,008	1,205,089	672,173	9.00	810,534	10.00
1332 Exploring Technology	2,235,318	2,235,323	1,910,362	26.00	2,007,859	25.00
1335 Career and Technical Education CEP	485,019	428,384	345,779	4.00	367,575	4.00
1410 Adult Basic Education	1,272,850	1,096,013	812,642	1.00	845,052	1.00
1420 Adult Academic Program	516,837	417,922	412,115	-	420,434	-
1430 Adult Vocational Education	557,722	485,386	404,727	-	413,635	-
	27,880,690	26,675,419	18,991,864	243.00	20,514,796	245.00
Total Instruction	519,602,600	505,062,855	490,847,136	6,623.33	501,158,103	6,592.05
Percentage of General Fund Budget	58.27%	56.64%	55.48%	65.93%	55.57%	66.39%
Instructional Support						
1916 Classroom Technology	2,530,729	2,165,871	2,645,356	8.00	2,641,192	8.00
1917 Instructional Technology	4,227,601	3,734,032	4,123,691	56.00	4,173,800	55.00
1925 New Media Production & Distribution	321,013	335,908	406,321	5.00	445,911	5.00
1931 Drivers Education / J.R.O.T.C. Support	919,035	943,433	975,834	10.00	860,465	10.00
1932 Curriculum Specialists	675,336	684,387	646,687	8.00	704,339	8.00
1933 PreK-12 Literacy	1,192,854	1,108,166	3,017,801	3.00	2,960,673	3.00
1945 Professional Development & Staff In-Service	2,121,196	2,117,676	1,574,787	8.00	1,574,284	8.00
2130 Curriculum and Instruction	1,246,259	1,152,005	1,380,789	9.33	1,560,367	9.33
2133 Research, Evaluation and Assessment (REA)	1,907,255	1,785,462	1,902,961	12.00	1,879,590	12.00
2230 Exceptional Children Administration	3,152,787	3,109,309	3,001,973	33.50	3,203,009	33.50
2270 Technology and Careers	1,106,980	861,433	820,662	7.00	839,172	7.00
2275 Adult Education Support	432,087	362,375	652,247	4.33	641,141	4.33
2953 Electronic Equipment Repair	652,002	635,675	690,825	8.00	714,831	8.00
2954 Band Instrument Repair	235,533	219,415	281,457	3.00	321,989	3.00
	20,720,667	19,215,147	22,121,391	175.16	22,520,763	174.16

IV. GOVERNMENTAL FUNDS (cont'd)

B. GENERAL FUND (cont'd)

State Classification of General Fund Expenditures and Personnel cont'd

	2010-2011 Amended Budget	2010-2011 Actual	2011-2012 Amended Budget	2011-2012 Total Positions	2012-2013 Adopted Budget	2012-2013 Total Positions
Office of Principal						
2405 Elementary School Leadership	25,353,965	24,715,232	24,220,385	344.50	24,370,776	334.50
2406 In-Lieu of Assistant Principal	552,208	271,343	-	-	538,250	-
2410 Secondary School Leadership	27,494,247	28,008,070	27,807,283	376.00	28,402,080	382.00
2411 Regional Superintendent - Northeast (Region 3)	611,818	619,339	575,854	5.00	572,184	5.00
2412 Regional Superintendent - Northwest (Region 1)	601,053	614,565	567,144	5.00	553,640	5.00
2414 Regional Superintendent - Southwest (Region 2)	608,940	597,041	557,904	5.00	553,797	5.00
2416 Regional Superintendent - Southeast (Region 4)	592,551	580,851	553,173	4.00	545,488	5.00
2417 School Operations / Striving Schools	535,108	543,579	557,562	5.00	557,623	5.00
2420 Technology and Careers Administration	2,191,291	2,221,229	1,784,453	23.00	1,858,043	23.00
2430 Exceptional Children Center Administration	441,288	452,461	459,863	6.00	473,653	6.00
Total Instructional Support	58,982,469	58,623,710	57,083,621	773.50	58,425,534	770.50
Percentage of General Fund Budget	8.94%	8.73%	8.95%	9.44%	8.98%	9.51%
Student Support						
1510 Elementary Counseling Services	8,128,308	8,403,492	8,339,706	109.00	8,238,373	105.00
1511 Secondary Counseling Services	9,791,409	10,587,014	9,620,653	128.00	9,729,955	125.00
1520 Library and Media Services	13,770,356	14,628,499	14,913,750	182.50	15,088,079	183.00
1530 Mental Health Services	7,310,647	7,493,528	7,820,541	96.50	10,170,128	100.00
1540 School Health Services	1,856,419	1,847,149	1,886,283	1.50	2,092,533	1.50
1541 Coordinated School Health	540,332	489,017	500,084	4.30	524,778	4.30
1542 Section 504	940,765	1,268,355	474,641	29.25	1,405,769	34.44
1543 School Health Clinics	50,000	28,625	27,345	0.15	25,044	0.15
1920 School Fees	562,303	261,943	554,863	-	570,000	-
1927 School Safety Initiative	1,727,354	1,610,214	2,045,598	22.00	2,034,226	21.00
1928 School Resource Officers	5,133,368	5,904,369	4,753,500	84.00	4,904,032	84.00
1935 Pupil Services	934,950	936,763	938,360	12.00	973,070	12.00
1940 Student Support	4,161,947	4,205,228	5,452,685	95.00	4,174,607	75.00
1942 Pre K-16 Innovation & Reform	802,288	870,213	221,215	2.00	200,514	2.00
1943 High School Initiatives/Dual Enrollment	235,317	220,189	242,923	2.00	257,343	2.00
2520 Student Information	2,537,505	2,203,361	2,184,445	22.00	2,273,189	22.00
2530 Mental Health Administration	1,371,809	1,398,265	1,412,150	18.00	1,525,906	18.00
2555 Special Initiative and Student Engagement	452,287	379,717	435,541	3.00	433,251	2.50
Total Student Support	60,307,364	62,735,941	61,824,283	811.20	64,620,797	791.89
Percentage of General Fund Budget	6.76%	7.04%	6.99%	8.07%	7.17%	7.97%
General Administration						
2110 Board of Education Services	498,012	1,012,783	496,647	12.00	572,339	14.50
2113 Contract Services & Supplier Diversity	535,243	502,420	402,076	3.00	381,309	3.00
2115 Office of General Counsel	1,806,649	1,957,388	1,813,980	6.00	1,865,363	6.00
2116 Policy, Strategic Planning & Community Relations	847,959	859,658	604,388	5.00	608,379	5.00
2118 Trustee Commission	5,953,733	5,897,211	5,832,259	-	5,863,235	-
2120 Office of the Superintendent	755,445	697,470	772,726	5.00	776,243	5.00
2121 Office of Chief of Staff	293,615	246,507	444,438	4.00	451,308	4.00
2125 Communications and Broadcast Services	1,114,176	1,187,848	1,426,635	14.00	1,451,241	14.00
2205 Academic Ops, Tech, & Innovations (AOTI)	470,875	477,202	467,701	3.00	480,996	3.00
2600 Operations	362,235	304,402	437,263	3.00	447,164	3.00
2719 Office of the Chief Contracting Officer	259,395	245,261	249,070	2.00	256,230	2.00
Total Administration	12,897,337	13,388,150	12,946,733	57.00	13,153,807	59.50
Percentage of General Fund Budget	2.04%	2.08%	2.07%	1.16%	2.09%	1.20%
Fiscal Operations						
2112 Internal Audit	845,901	842,921	734,503	8.00	772,521	8.00
2605 Finance	333,125	342,284	344,709	2.00	355,451	2.00
2702 Payroll Services	922,906	998,896	985,281	12.00	1,102,208	12.00
2704 Budget Services	739,754	723,511	695,889	7.00	755,812	7.00
2710 Fiscal Services	1,133,564	1,034,460	1,113,424	12.00	1,159,083	12.00
2720 Procurement Services	917,661	805,601	952,469	11.00	1,006,974	11.00
2725 Accounts Payable Services	414,917	453,668	545,598	8.00	568,432	8.00
Total Administration	5,307,828	5,201,341	5,371,873	60.00	5,720,481	60.00
Percentage of General Fund Budget	2.04%	2.08%	2.07%	1.16%	2.09%	1.20%
Other Support Services						
2610 Employment Services	2,641,451	2,634,968	2,374,150	29.00	2,931,464	29.00
2611 EEOC / Equity Compliance	249,868	198,708	230,671	2.00	231,024	2.00
2612 Compensation	158,774	117,001	186,338	4.00	377,105	4.00
2613 Strategic Planning, Accountability and System Wide	151,340	151,478	156,991	1.00	165,183	1.00
2620 Labor Relations	275,154	264,323	359,678	4.00	379,062	4.00
2630 Information Technology	5,754,603	5,334,503	6,216,108	62.00	6,467,774	58.50
2631 IT Maintenance Contracts	3,168,310	3,070,899	5,532,794	-	5,532,794	-
2632 SFSF Internet Connectivity	323,188	323,187	135,832	-	135,832	-
3005 System-wide Special Projects	82,100	30,000	45,000	-	45,000	-
4000 Debt Service	819,446	837,573	550,012	-	550,012	-
4512 Insurance Purchase	1,695,226	1,046,697	1,845,226	-	1,845,226	-
5000 Retiree Health and Life Insurance	29,918,073	31,587,733	32,591,830	-	27,623,054	-
Total Other Support Services	45,237,533	45,597,070	50,224,630	102.00	46,283,530	98.00
Percentage of General Fund Budget	5.07%	5.11%	5.68%	1.02%	5.13%	0.99%

IV. GOVERNMENTAL FUNDS (cont'd)

B. GENERAL FUND (cont'd)

State Classification of General Fund Expenditures and Personnel concl'd

	2010-2011 Amended Budget	2010-2011 Actual	2011-2012 Amended Budget	2011-2012 Total Positions	2012-2013 Adopted Budget	2012-2013 Total Positions
Student Transportation						
2990 Regular Transportation	8,695,492	8,133,777	8,898,047	4.00	10,185,685	4.00
2995 Exceptional Children Transportation	7,651,243	7,210,229	8,802,938	4.00	10,282,810	4.00
2996 Transportation Other	-	-	1,476,265	-	1,611,470	-
Total Student Transportation	16,346,735	15,344,006	19,177,250	8.00	22,079,965	8.00
Percentage of General Fund Budget	1.83%	1.72%	2.17%	0.08%	2.45%	0.08%
Plant Operations and Services						
2806 Risk Management	881,748	598,705	793,533	6.00	815,233	6.00
2808 Facility Support Center	1,251,119	1,172,918	1,192,564	19.00	1,280,479	19.00
2811 Custodial Services	41,732,508	40,935,537	44,846,597	1,081.88	44,206,517	1,021.00
2812 Public Utilities	29,532,939	28,014,725	29,498,194	-	29,683,150	-
2814 Fire Safety	922,654	1,120,659	1,004,549	2.00	1,011,301	2.00
2850 Security Operations	5,039,973	4,485,942	4,970,825	35.00	5,069,354	35.00
2851 Telecommunications	1,185,727	1,206,415	1,756,900	-	1,798,900	-
2852 SFSP Safe Schools	545,900	545,900	546,612	2.00	460,675	2.00
2922 Facility Support Maintenance	2,495,456	2,629,741	2,333,804	32.00	2,425,291	32.00
2929 HVAC Maintenance	2,348,257	2,298,878	2,261,898	29.00	2,313,496	29.00
2935 Other Ground Services	2,548,222	2,590,291	2,487,757	47.00	2,627,510	47.00
2941 Specialty Maintenance	1,020,227	992,745	1,072,662	17.00	1,018,890	17.00
2942 General Zone Maintenance	2,100,041	2,225,016	1,857,630	23.00	2,087,666	23.00
2944 Zone 2 Maintenance	3,318,544	3,780,095	3,603,817	36.00	3,725,426	36.00
2945 Zone 3 Maintenance	3,392,071	3,595,884	3,509,120	36.00	3,605,280	36.00
2946 Zone 4 Maintenance	3,223,240	4,020,271	3,525,897	35.00	3,636,095	35.00
2951 Vehicle Repair	678,391	740,677	737,246	9.00	766,810	9.00
4723 Mail & Distribution	654,985	589,042	586,613	6.00	601,537	6.00
4730 Asset Management	272,095	335,209	278,336	4.00	298,797	4.00
Total Plant Operations and Services	103,144,097	101,878,650	106,864,554	1,419.88	107,432,407	1,359.00
Percentage of General Fund Budget	11.57%	11.42%	12.08%	14.13%	11.91%	13.69%
Community Services						
1138 Early Childhood Education	215,047	225,178	180,277	1.64	190,176	1.64
2122 Community Engagement	141,786	144,144	149,619	1.00	158,060	1.00
2215 Parent and Community Engagement (PACE)	732,243	643,763	756,297	7.00	728,171	7.18
2218 Strategic Planning & Volunteer Services	689,275	637,006	635,260	5.00	648,173	5.00
2223 SFSP Family Resource	99,900	99,900	88,835	1.82	89,494	1.82
Total Community Services	1,878,251	1,749,991	1,810,288	16.46	1,814,074	16.64
Percentage of General Fund Budget	0.21%	0.20%	0.20%	0.16%	0.20%	0.17%
Charter Schools						
5500 Charter Schools Allocation	45,279,486	38,817,020	51,141,585	-	57,790,366	-
Total Charter Schools	45,279,486	38,817,020	51,141,585	-	57,790,366	-
Percentage of General Fund Budget	5.08%	4.35%	5.89%		6.41%	
Other Potential Uses						
TEI Reserve Requirement	-	-	4,000,000	-	-	-
5600 Other Potential Uses	2,012,910	-	1,325,329	-	800,000	-
Total Other Potential Uses	2,012,910	-	5,325,329	-	800,000	-
Percentage of General Fund Budget	0.23%	0.00%	0.60%		0.09%	
Unallocated Adjustments						
General Fund Total	891,717,277	867,613,882	884,738,673	10,046.53	901,799,827	9,929.74

This presentation of the State instruction functions slightly differs from the functional financial presentation on previous pages. This is because several functions within the District are allocated among several State functions. For example, function 1913 Optional Schools & Advanced Academics is allocated among Instruction and Other support services. However, in the above presentation, it is allocated to Regular Instruction only. In addition, the functional financial reporting has been condensed to comply with GASB 34. The District's presentation of the functional financial report is a tool the District is accustomed to using for discussion of the budget.

IV. GOVERNMENTAL FUNDS (cont'd)

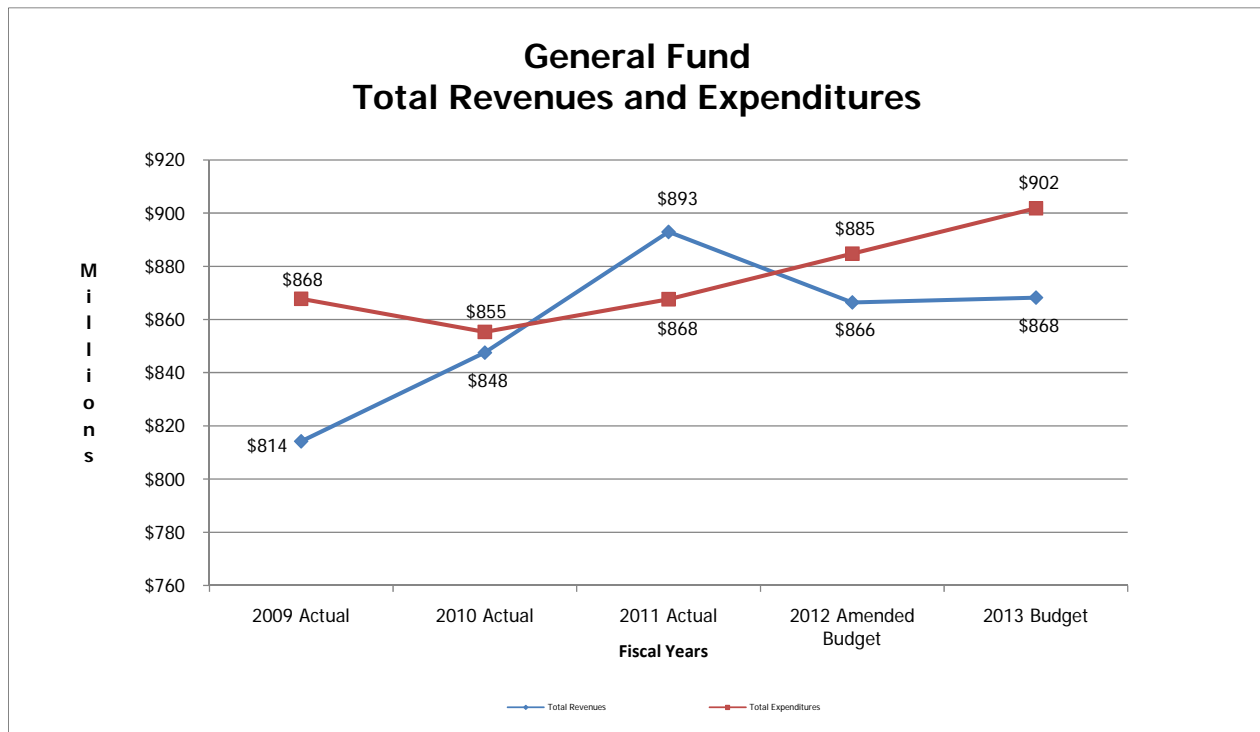
B. GENERAL FUND (cont'd)

REVENUE AND EXPENDITURE TRENDS

The fiscal year 2012-13 general fund revenue budget totals \$868,211,292, representing a .02% increase from the fiscal year 2011-12 budget of \$866,404,710. Beginning in fiscal year 2007, local government funding bodies began to cap or reduce funding for MCS. For fiscal year 2012-13, the City of Memphis has continued to provide funding to the school district using the Maintenance of Effort (MOE) second level test. The first level test requires that the total revenue budget from local sources for the new school year equal or exceed the previous year. The second level test is based on a per pupil amount that must equal or exceed the previous year. Since enrollment has declined, the City of Memphis has reduced its portion of funding to the District to only provide the difference between all other local revenue sources and the minimum per pupil requirement.

The fiscal year 2012-13 general fund expenditure budget totals \$901,799,827, representing a 1.9% increase from the fiscal year 2011-12 appropriation of \$884,738,673. This increase is attributable to rising benefits and salaries and two new charter schools requiring funding. Through various cost saving measures, MCS was able to balance the 2012-13 General Fund Budget.

Fund balance is discussed on the following page.



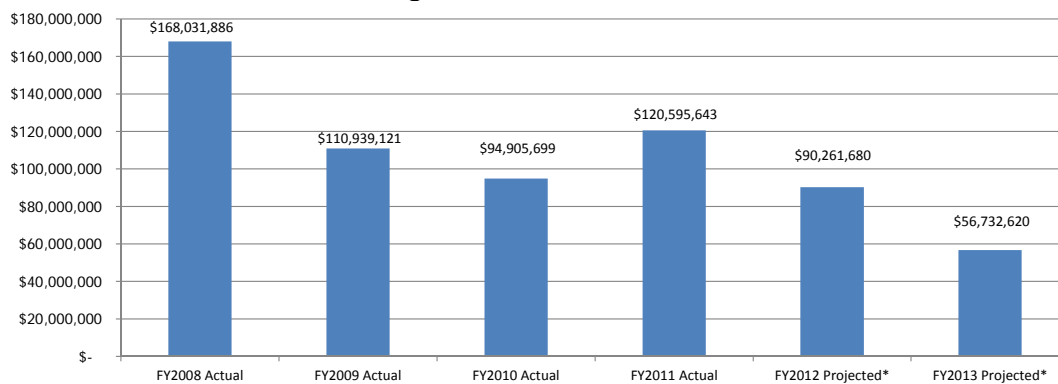
IV. GOVERNMENTAL FUNDS (cont'd)

B. GENERAL FUND (cont'd)

SIGNIFICANT CHANGES IN THE GENERAL FUND BALANCE

As of fiscal year 2007-08, MCS total General Fund balance increased to \$168,031,886. The District was forced to use approximately \$57,000,000 in fiscal year 2008-09, when the City of Memphis withheld funding from the District. On April 13, 2010, the Memphis City Council voted to fund the District for fiscal year 2009-10 as follows: \$20 million payable May 1, \$20 million payable June 1 and \$10 million payable October 1, 2010. This funding arrangement required the District to use \$9.9 million of fund balance in fiscal year 2009-10. Memphis City Schools' fund balance increased by \$25,689,944 in fiscal year 2010-11; related to payments from the City of Memphis and expenditures for the year were under budget, eliminating the need to use \$9,100,000 in planned use of fund balance. In addition, the District assigned \$12,000,000 for Other Post-Employment Benefits. For fiscal year 2011-12, the District budgeted to use \$2,940,000 TEI reserve carry forward and \$15,393,963 fund balance was budgeted to cover revenue shortfalls from the State of Tennessee and the City of Memphis. The District plans to use \$33,529,060 of unassigned fund balance to balance the fiscal year 2012-13 budget. Historically, the District's practice is to use fund balance for non-recurring expenditures.

**Memphis City School
Ending Total General Fund Balance**



	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Projected	2013 Projected
Beginning Fund Balance at July 1	\$ 135,478,142	\$ 168,031,886	\$ 110,939,121	\$ 94,905,699	\$ 120,595,643	\$ 90,261,680
Revenue	891,456,801	814,155,441	847,518,613	892,916,331	866,404,710	868,270,767
Expenditures	(871,370,556)	(867,722,224)	(855,300,882)	(867,613,882)	(884,738,673)	(901,799,827)
Assignment - Other post employment benefits	-	-	-	-	(12,000,000)	-
Increase (decrease in reserve for encumbrance)	12,467,499	(3,525,982)	(8,251,153)	387,495	-	-
Ending Fund Balance at June 30	\$ 168,031,886	\$ 110,939,121	\$ 94,905,699	\$ 120,595,643	\$ 90,261,680	\$ 56,732,620
Change from Prior Year	32,553,744	(57,092,765)	(16,033,422)	25,689,944	(30,333,963)	(33,529,060)
Percentage Change from Prior Year	24.03%	-33.98%	-14.45%	27.07%	-25.15%	-37.15%
Fund Balance as a % of Expenditures	19.28%	12.79%	11.10%	13.90%	10.20%	6.29%

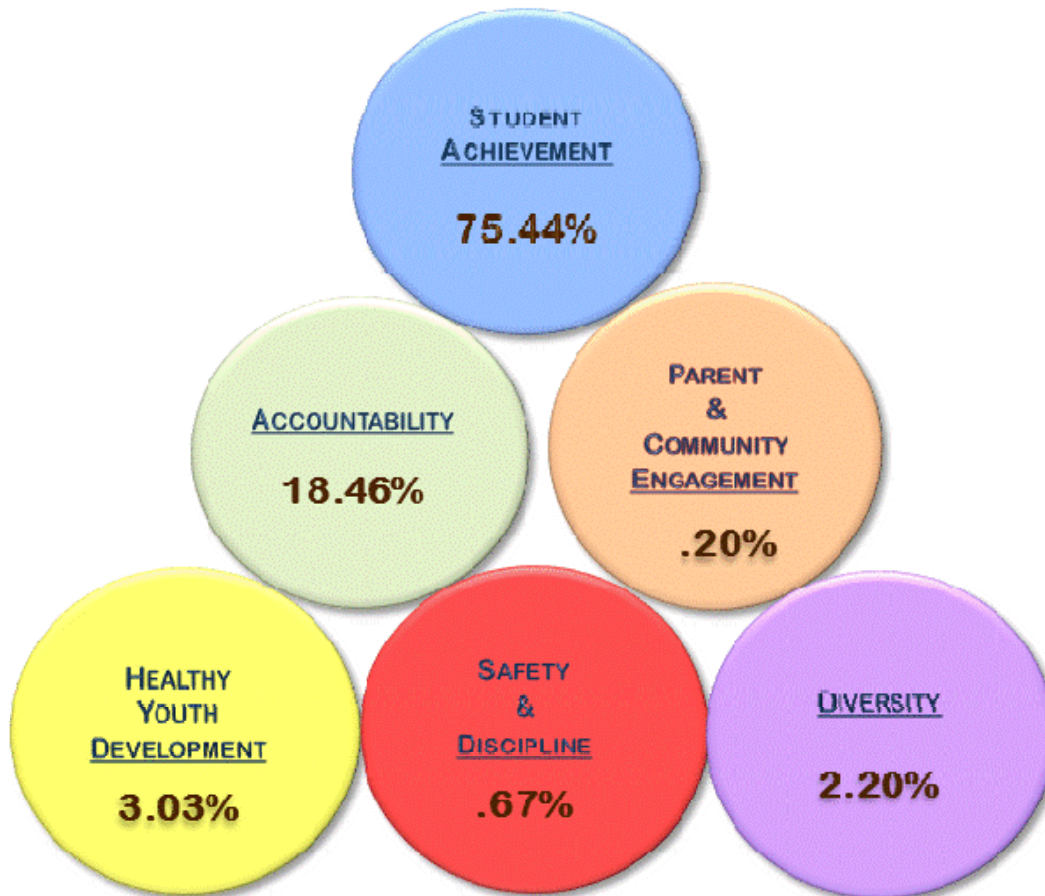
*Projected ending fund balance.

IV. GOVERNMENTAL FUNDS (cont'd)

B. GENERAL FUND (cont'd)

GENERAL FUND ALLOCATION OF FUNDS BY GOAL

The General Fund Budget of \$901,799,827 is aligned to the District's Strategic Goals as illustrated below.





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IV. GOVERNMENTAL FUNDS (cont'd)

B. GENERAL FUND (cont'd)

Function Detail



Each department, within MCS, is provided forms to document its departmental goals, objectives and measures. The highlighted goals align with the District's strategic goals and demonstrate that specific department's goals and results. Also illustrated is how the department determined if those goals were achieved. The proceeding function forms are completed by department heads with the assistance of department staff and Budget Services. Each department must abide by the goals MCS has adopted; however, individual departments may have implemented additional goals within their particular department. The departments also indicate whether the program or function is legally mandated. Financial and position summary information are also included.

Each department also provides its mission statement, strategic goals, issues and trends, fiscal year 2011-12 performance highlights and fiscal year 2012-13 budget highlights.

BOARD OF COMMISSIONERS**MISSION STATEMENT:**

The purpose of the Unified Shelby County Board of Education Office is to provide the necessary support to the Board Chair and other Board Members so they can fulfill their duties as elected officials as well as their responsibility to effectively govern the school district and enhance overall academic achievement for all students. Academic Achievement is #1!

FISCAL YEAR 2011-12 PERFORMANCE HIGHLIGHTS:

The Board became a twenty-three member governing body on October 1, 2011, following the ruling of Judge Hardy Mays. The Board members are the governing structure of the Shelby County Schools and Memphis City Schools.

FISCAL YEAR 2012-13 BUDGET HIGHLIGHTS:

The fiscal year 2012-13 budget is a continuation of the previous year's budget.

Board of Commissioners (Function 2110)

The Board will be guided by the general mandatory powers and duties of the Board as defined through statute, which state or imply that a local Board of Education has full power to operate the local public schools as it deems fit in compliance with state and federal mandates. The Board functions only when in session.

Following are the Board's required functions:

1. Policy Oversight: The Board will develop policy and evaluate the effectiveness of its policies and their implementation. This includes setting and evaluating goals in educational and financial areas.
2. Employ the Superintendent of Schools: The Board will hire, set the terms and conditions of employment, and evaluate a Superintendent who shall carry out its policies through the development and implementation of administrative procedures.
3. Educational Planning: The Board will require reliable information from responsible sources, which enables it and the staff to work toward the continuous improvements of the educational program.
4. Provision of Financial Resources: The Board will adopt a budget to provide the necessary funding in terms of building, staff, materials, and equipment to enable the school system to carry out its business. The Board will approve expenditures that exceed \$25,000. The Board will create or abolish positions through the budgetary process. All staff positions shall be approved through the budget process in accordance with an organizational plan that is submitted by the Superintendent to the Board prior to the annual budget review. Outside of the budget process the Superintendent has great discretion in managing the school system. The Superintendent may at a later time revise the organizational plan as long as budgetary amounts are not exceeded and board policy is not violated.
5. Interpretation: The Board will keep the local community informed about the school District and keep itself informed about the wishes of the public. The Board will build public support for the schools by involving the public in the planning process.
6. Tenure Responsibility: The Board will authorize the employment and dismissal of all tenured teachers.
7. Memphis School Mental Health Center Governance: The Board shall serve as the Board of Directors of the Memphis School Mental Health Center, in accordance with the charter and bylaws of the Memphis School Mental Health Center.

The Board will provide, within the financial limitations set by the community, the best educational opportunity possible for all children.

The Board shall exercise its power through the legislation of policies for the organization and operation of the school District. The Board will delegate the administration of the schools to the Superintendent.

Legally Mandated/Required Curriculum: Yes

Legal Reference or Statute: TCA §49-1-101; TCA §49-1-102 (c); TCA §49-1-103 2. TCA §49-6-3104 and MCS Policy 1.100: School District - School Board Legal Status and Authority

**Board of Commissioners (Function 2110) (concl'd)****Operating Budget**

	2008-09 Actual	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
Salaries	\$ 144,233	\$ 198,585	\$ 233,989	\$ 230,857	\$ 243,974
Employee benefits	37,692	43,780	54,268	52,800	84,225
Professional services	50,500	60,084	583,549	35,500	45,500
Property maintenance services	5,127	77	4,829	4,940	5,940
Contracted services	12,959	13,316	8,801	25,600	25,600
Supplies & materials	11,398	10,691	10,722	11,700	14,950
Travel	48,820	47,823	42,101	50,000	63,900
Furniture & equipment	5,333	8,461	1,051	8,500	8,500
Other objects	59,865	69,873	73,473	76,750	79,750
Total	\$ 375,927	\$ 452,690	\$ 1,012,783	\$ 496,647	\$ 572,339
Staffing level	12.00	12.00	12.00	12.00	14.50

Goals, Objectives & Measures

Goal	Objective	Performance Measure	2010-11 Actual	2011-12 Estimated	2012-13 Proposed
To assist Board of Education Members with various needs as required to fulfill their roles to provide governance for the Memphis City Schools and Shelby County school districts.	Assist with the process of hiring of the Board's employees, providing support for the employees' Evaluations, compiling various agendas, minutes of BOE meetings which are the official record of the actions of Board of Education as well as minutes for various committee meetings, ad hoc committee meetings, public hearings, community forums as well as assist with any requests from Commissioners for assistance or information from a variety of sources	Office Staff Evaluations	June 30, 2012	June 2013	June 2014

General Counsel (Function 2115)

The General Counsel will review the District's internal legal matters and seek outside legal counsel when necessary. This function must adhere to the Open Records Law, TCA §10-7-512.

Legally Mandated/Required Curriculum: Yes

Legal Reference or Statute: Board Policy

Operating Budget

	<u>2008-09 Actual</u>	<u>2009-10 Actual</u>	<u>2010-11 Actual</u>	<u>2011-12 Budget</u>	<u>2012-13 Budget</u>
Salaries	\$ 335,812	\$ 372,709	\$ 493,225	\$ 531,182	\$ 562,117
Employee benefits	72,461	84,192	111,387	123,503	143,951
Professional services	10,814	160,270	1,336,792	1,064,795	1,064,795
Property maintenance services	4,000	-	-	5,000	5,000
Contracted services	691	128	329	25,000	25,000
Supplies & materials	2,883	-	2,560	15,000	15,000
Travel	5,141	3,767	4,794	20,000	20,000
Furniture & equipment	1,981	4,509	-	9,500	9,500
Other objects	3,070	3,300	8,301	20,000	20,000
Total	<u>\$ 436,853</u>	<u>\$ 628,875</u>	<u>\$ 1,957,388</u>	<u>\$ 1,813,980</u>	<u>\$ 1,865,363</u>

Staffing level	4.00	5.00	6.00	6.00	6.00
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Goals, Objectives & Measures

Goal	Objective	Performance Measure	2010-11 Actual	2011-12 Estimated	2012-13 Proposed
Ensure that the Board, Superintendent and Senior Management are properly advised of all legal matters concerning the Memphis City Schools	To provide quality advice and counsel to ensure that decision-makers are aware of all relevant facts and consequences so that they can make best possible decisions in best interest of the District	N/A	N/A	N/A	
Ensure appropriate fiscal management and oversight of all legal matters concerning the Memphis City Schools	Reduce expenditures related to outside counsel	N/A	N/A	N/A	
Develop an in-house team of attorneys capable of timely and adequately addressing all legal issues concerning the District	Reduce litigation expenses and expenditures related to outside counsel	N/A	N/A	N/A	



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SUPERINTENDENT*Kriner Cash, Ed.D.***MISSION STATEMENT:**

The Office of the Superintendent exists to facilitate the vision of creating in Memphis City Schools a world-class education system that is rigorous for all students, where there is an effective teacher in every classroom every day, and where 100% of the students graduate ready for college or a career.

STRATEGIC GOALS:

The Office of the Superintendent is responsible for accelerating the academic performance of all students (Goal 1); establishing a holistic accountability system that evaluates the academic, operational, and fiscal performance of the school district (Goal 2); building and strengthening family and community partnerships to support the academic and character development of all students (Goal 3); creating a school community that listens to student input and promotes student leadership and healthy youth development (Goal 4); maintaining a positive, safe, and respectful environment for all students and staff (Goal 5); and creating a school community that is sensitive and responsive to the needs of an increasingly diverse population (Goal 6).

ISSUES & TRENDS:

Even as discussions about waivers for NCLB and the advent of Common Core State Standards are garnering headlines, the major focus for our new school year is the comprehensive implementation of a new educator evaluation system. Mandated under the State's Race to the Top strategy, educator evaluation now requires annual performance reviews for all school-based personnel, a schedule we adopted for all administrative staff three years ago.

Teacher evaluations will be based on the Teacher Effectiveness Measure (TEM), one of three State-approved alternative methodologies for conducting evaluations. The TEM grew out of our work with the Gates Foundation-funded Measures of Effective Teaching (MET) project and has been piloted across the District over the past year. With full implementation this school year, the TEM requires four classroom observations for tenured teachers and six observations for non-tenured teachers. In years past, observation was the primary source of data for teacher evaluation. With TEM, teachers receive weighted scores for value-added growth, academic achievement, teacher content knowledge, stakeholder perception, as well as classroom observation.

With more than 29,000 teacher observations and more than 600 principal and assistant principal observations to be conducted this year, our TEI team will be reviewing protocols and monitoring logistics throughout the year.

The *I Teach. I Am.* campaign is underway. The communication strategy will become evident in every school building, on large billboards, on buses and at bus stops, in movie theaters throughout Memphis. The highlighting of outstanding MCS teachers is intended to communicate the strength of the system to internal and external constituents. Your feedback on the campaign is welcome. Let us know what you think about what we are trying to do and how we are doing by visiting the website at www.iteachiam.com.

At the threshold of another major breakthrough in urban education, more than 7,000 high school juniors are working to fulfill their requirement to take and pass an online course before they graduate. With 86 courses to choose from, MCS students are among the only students in the nation with a requirement to take an online course to fulfill graduation requirements. Middle school students have 34 courses to choose from—including keyboarding. With the coming change in standardized testing to an online, adaptive (questions adjust to the level of the student) administration format, our students are at the vanguard of preparation for the new assessments. In addition, our application for an MCS Virtual School is under current review by the state of Tennessee.

SUPERINTENDENT (concl'd)**FISCAL YEAR 2011-12 PERFORMANCE HIGHLIGHTS:**

2010–11 was a remarkable year in numerous ways. It would be difficult to capture all of its essence. Nonetheless, some highlights make the point. For instance, the historic vote by the citizens of Memphis to surrender the MCS Charter captured our attention for months and the aftermath continues. Still, Booker T. Washington High remained focused, got its work done, and became the heartthrob of MCS when its work captured the attention and presence of President Barack Obama – a historic moment of a different kind of magnitude. Our graduation rate for the 2009–10 academic year was 70.8%, the best of all urban districts in the United States. Moreover, MCS high school graduates amassed an impressive record figure of \$178,000,000 in college scholarship offers.

Key among our 2010–11 highlights, the data of the Memphis Police Department informs that all our schools are safe. Our MCS Prep Schools graduated 582 students who divergence had them destined for a different reality. White Station Middle had students and their school acclaimed for their prowess in science. MCS got straight “A” grades in writing for grades 5, 8, and 11, a continuation of excellence in this content area. A total of 172 of our teachers were selected by their peers to be Prestige Award winners and a delegation of Student Envoys represented MCS at an invitation-only youth summit in Washington, D.C.

More than 10,000 citizens participated in ThinkShow!, and ArtsFest; they slogged through rain and mud with every arts organization in Memphis to break new ground. Memphis City Schools was named one of the “Best Communities for Music Education” in America by The National Association of Music Merchants (NAMM).

More than 1,000 MCS students earned college credit through our Dual Enrollment program – the largest of its kind in the country. Many of our schools had data that revealed significant growth in student performance at multiple grade levels and subjects.

One disappointment of the 2010–11 academic year has to be the fact that we did not make AYP, neither did Shelby County Schools or the State of Tennessee. Despite our AYP targets, the MCS TVAAS data tells a different story. We had dramatic improvements in Mathematics in grades 3-8 and Reading in grades 6 and 8. Significant improvements were seen in 6th and 7th grade Science. Improvements in Algebra I have stimulated requests to share our approach and 11th grade writing scores continue to impress.

FISCAL YEAR 2012-13 BUDGET HIGHLIGHTS:

The 2012-13 budget for the Office of the Superintendent reflects continuing needs as the previous year.

Office of the Superintendent (Function 2120)

The Superintendent has the responsibility of providing direction for the District. The Superintendent is the Chief Executive Officer of Memphis City Schools and is the Secretary of the elected Board. The Superintendent is responsible for accelerating the academic performance of all students (Goal 1); establishing a holistic accountability system that evaluates the academic, operational, and fiscal performance of the school district (Goal 2); building and strengthening family and community partnerships to support the academic and character development of all students (Goal 3); creating a school community that listens to student input and promotes student leadership and healthy youth development (Goal 4); maintaining a positive, safe, and respectful environment for all students and staff (Goal 5); and creating a school community that is sensitive and responsive to the needs of an increasingly diverse population (Goal 6). The Superintendent also ensures the development of procedures for implementation of policies adopted by the Board.

Legally Mandated/Required Curriculum: Yes

Legal Reference or Statute: TCA §49-2-301 and MCS Board Policy 1205

Operating Budget

	2008-09 Actual	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
Salaries	\$ 431,444	\$ 517,656	\$ 555,306	\$ 593,421	\$ 598,542
Employee benefits	86,961	99,569	112,678	119,825	117,758
Professional services	38,308	12,491	8,905	14,040	14,040
Property maintenance services	-	-	-	3,940	3,940
Contracted services	3,026	9,421	5,512	4,152	4,152
Supplies & materials	6,275	5,824	5,478	7,905	7,905
Travel	3,857	3,832	3,988	-	913
Furniture & equipment	20,770	1,831	(61)	11,052	11,052
Other objects	10,616	-	5,664	17,941	17,941
Total	\$ 601,257	\$ 650,624	\$ 697,470	\$ 772,276	\$ 776,243
Staffing level	4.00	5.00	5.00	5.00	5.00



Strategic Planning, Accountability & System-Wide Performance (Function 2613)

Strategic Planning, Accountability and System-Wide Performance is charged with the responsibility of providing district-wide support to District executives and other administrators by applying high-level insights to develop organizational improvement strategies. Strategic Planning, Accountability and System-Wide Performance will be responsible for identifying best practices and industry standards; benchmarking; developing and managing performance metrics, applying advanced statistical methods to approach problem solving; and producing monthly reports for executives and senior level officers on the cumulative and individual trends of key performance indicators affecting district-wide and departmental efficiency and effectiveness. Additionally, Strategic Planning, Accountability and System-Wide Performance is responsible for developing project plans and identifies key issues and problems, and managing projects within a specified project management framework to meet timelines and deliverables.

Legally Mandated/Required Curriculum: No

Legal Reference or Statute: There exists no legal mandate to support this function; however, the Board of Commissioners has established a policy (1.000: Data Dashboard Policy) and commissioned the Superintendent to develop a data dashboard that monitors system-wide performance. The Office of Strategic Planning, Accountability & System-Wide Performance is responsible for supporting this key endeavor that is aligned with the District's goals and objectives.

Operating Budget

	2008-09 Actual	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
Salaries	\$ 52,687	\$ 108,968	\$ 115,016	\$ 118,384	\$ 124,821
Employee benefits	12,858	25,178	27,267	28,107	29,862
Professional services	-	26,400	-	1,000	2,000
Property maintenance services	-	-	-	3,000	2,000
Contracted services	-	-	6,194	3,000	-
Supplies & materials	-	79	1,195	3,000	3,000
Travel	140	-	1,806	-	-
Furniture & equipment	5,633	-	-	-	3,000
Other objects	-	-	-	500	500
Total	\$ 71,318	\$ 160,625	\$ 151,478	\$ 156,991	\$ 165,183
Staffing level	1.00	1.00	1.00	1.00	1.00

Goals, Objectives & Measures

Goal	Objective	Performance Measure	2010-11 Actual	2011-12 Estimated	2012-13 Proposed
2 - Accountability	Improve demand planning, and optimize supply and inventory levels for educational materials	Achieve 10% net cost reductions for educational material (i.e. textbooks, workbooks, and other ancillary products)	Original Budgeted Amount: \$10,092,593 Savings: \$1,860,000		
2 - Accountability	Develop strategic workforce planning model to reduce and control teacher labor costs in secondary schools (including vocational)	Reduce total secondary schools labor costs by 10%	Secondary Schools Teacher costs (salaries and benefits): 10%	Savings: Approx. 10%	
2 - Accountability	Optimize all teacher staffing processes and update related procedures	Support STARS and Human Resources to improve cycle times for all processes	100% staffing related process and procedural updates	Implement control plan to ensure stability of all optimized processes	

**System-Wide Special Projects (Function 3005)**

Special initiatives requested by the Superintendent and Board are funded from this function. These initiatives include special studies, research, projects, evaluations, etc., that cannot be funded elsewhere.

Operating Budget

	<u>2008-09 Actual</u>	<u>2009-10 Actual</u>	<u>2010-11 Actual</u>	<u>2011-12 Budget</u>	<u>2012-13 Budget</u>
Salaries	\$ -	\$ -	\$ -	\$ -	\$ -
Employee benefits	-	-	-	-	-
Professional services	40,813	55	-	45,000	45,000
Property maintenance services	-	-	-	-	-
Contracted services	-	-	-	-	-
Supplies & materials	-	-	-	-	-
Travel	-	-	-	-	-
Furniture & equipment	-	-	-	-	-
Other objects	-	30,000	30,000	-	-
Total	<u>\$ 40,813</u>	<u>\$ 30,055</u>	<u>\$ 30,000</u>	<u>\$ 45,000</u>	<u>\$ 45,000</u>
Staffing level	-	-	-	-	-



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CHIEF OF STAFF

Dr. John Barker, Chief of Staff

MISSION STATEMENT:

To support the Office of the Superintendent and help ensure the implementation of district-wide initiatives and legislative affairs.

STRATEGIC GOALS:

- Coordinate activities and meetings of the Superintendent's Executive Cabinet;
- Manage Board Work Sessions and Board Meetings via eAgenda;
- Work with Department of Communications to coordinate special events for the Superintendent: Town Hall Meetings, Special Luncheons, and other events as directed;
- Work with Executive Cabinet Members to ensure implementation of District initiatives and activities; and
- Manage the District's legislative agenda at the local, state, and federal level.

ISSUES & TRENDS:

Outreach efforts for the Superintendent have evolved over the past year from general overview sessions outlining the District's vision and goals to more specific information sessions in which particular initiatives and opportunities for improvement and support are discussed.

As a result, programmatic activities are modified to support this specific work.

FISCAL YEAR 2011-12 PERFORMANCE HIGHLIGHTS:

Office of the Chief of Staff led the transition of Board Meetings and Work Sessions to electronic format via the eAgenda system. The Department also worked with Communications to support the Superintendent's Town Hall Meetings.

FISCAL YEAR 2012-13 BUDGET HIGHLIGHTS:

The Department will continue to support District initiatives and specific programs sponsored by the Superintendent. As a result of a court ruling on the consolidation of Memphis City Schools and Shelby County Schools, the Office of the Chief of Staff will serve as a liaison to the new 23-member Shelby County Board of Education and work closely with the Chief of Staff of the Shelby County Schools to coordinate staff activities relative to the workings of the new governing body.

Office of Chief of Staff (Function 2121)

The mission of the Office of the Chief of Staff is to provide administrative and strategic support and leadership for the Superintendent's initiatives and priorities, working closely with executive staff, the Board of Commissioners, elected officials, and the general public.

Program Budget/Changes: The nature of the work has been significantly impacted by the upcoming merger of MCS with Shelby County Schools.

Operating Budget

	2008-09 Actual	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
Salaries	\$ 244,812	\$ 196,013	\$ 176,096	\$ 341,768	\$ 354,134
Employee benefits	65,026	44,780	40,020	91,170	85,674
Professional services	1,775	72	3,391	4,000	4,000
Property maintenance services	2,626	1,995	1,596	1,000	1,000
Contracted services	20,039	8,818	14,206	2,000	2,000
Supplies & materials	12,920	8,406	6,518	2,000	2,000
Travel	3,180	8,032	3,507	-	-
Furniture & equipment	-	1,613	998	2,000	2,000
Other objects	175	175	175	500	500
Total	\$ 350,553	\$ 269,904	\$ 246,507	\$ 444,438	\$ 451,308
Staffing level	3.00	2.00	2.00	4.00	4.00

Goals, Objectives & Measures

Goal	Objective	Performance Measure	2010-11 Actual	2011-12 Estimated	2012-13 Proposed
2 - Accountability	Post updated data dashboard on webpage	Dashboard updated by 15 th of each month	--	--	95% compliance
	Update Board and Cabinet on state and federal legislation	Timely updates	-	--	95% compliance

COMMUNICATIONS

Staci C. Franklin, Executive Director

Mission Statement:

To effectively communicate the goals, objectives and accomplishments of Memphis City Schools with employees, students, parents, community members and news media.

Strategic Goals:

- Clearly communicate the academic and operational goals of the district.
- Increase positive news coverage.
- Build community support.
- Improve media relations through development of relationships with print and broadcast reporters.
- Provide employees with pertinent information in a timely manner.
- Utilize marketing campaigns to promote the district in areas of teacher recruitment, parental involvement and student achievement.

Issues and Trends:

The Communications and Broadcast Services Department is responsible for maintaining and updating the MCS website. Our current server is outdated and does not support our current programming language. In order to keep up with current web standards, an updated secure environment is needed. In the FY2013 budget, we have set aside funds that will allow us to work with a webhosting service provider. The webhosting service provider will be responsible for upgrading software and maintaining infrastructure, while providing 24/7 technical support. The service provider will also maintain the data center, which will eliminate down time.

FISCAL YEAR 2011-12 PERFORMANCE HIGHLIGHTS:

- The Communications and Broadcast Services Department was awarded the National Schools Public Relations Association Award of Excellence for Publications and Electronic Media.
- The Communications and Broadcast Services Department has continued to expand the district's social media presence in its continued growth with Facebook. The district is also present with Twitter and in the process of developing a YouTube channel and a Flickr account.
- The Communications and Broadcast Services Department successfully completed its recruitment and hiring process. Positions were filled for Media Relations Manager, Communications Manager, Marketing Communications Specialist and Chief Engineer.

FISCAL YEAR 2012-13 BUDGET HIGHLIGHTS:

- The FY 2013 budget contains funds to update/upgrade the MCS website.
- The FY 2013 budget contains additional funds to purchase new programming for C19 TV that provides information to viewers about issues such as Teen Dating, Bullying, Teen Pregnancy and Underage Drinking.

New Media Production & Distribution (Function 1925)

The Primary objective of New Media Production and Distribution is to effectively communicate the goals, objectives and accomplishments of MCS to employees, students and community members via radio, TV and Internet.

Operating Budget

	2008-09 Actual	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
Salaries	\$ 177,717	\$ 186,009	\$ 194,206	\$ 231,154	\$ 255,066
Employee benefits	36,482	36,168	39,035	49,682	55,360
Professional services	59,328	47,210	44,324	44,800	39,800
Property maintenance services	-	-	150	-	-
Contracted services	-	4,199	728	-	-
Supplies & materials	-	362	46,773	74,040	57,133
Travel	2,566	5,996	2,108	3,510	9,990
Furniture & equipment	-	-	-	1,500	8,000
Other objects	-	-	8,584	1,635	20,562
Total	\$ 276,093	\$ 279,944	\$ 335,908	\$ 406,321	\$ 445,911
Staffing level	4.00	4.00	4.00	5.00	5.00

Goals, Objectives & Measures

Goal	Objective	Performance Measure	2010-11 Actual	2011-12 Estimated	2012-13 Proposed
Clearly communicate the academic and operational goals of the district.	Use news releases, media advisories, website, PSAs, Parentlink and MCS media outlets to provide consistent messaging on academic and operational improvements of the district	Number of placements earned Earned media	100%	100%	100%
Increase positive news coverage of the district	Increase usage of MCS media outlets – 88.5 FM and Cable 19 to disseminate positive news stories on	(6) "Supt. Show" (5) "Around the District" (12) "Conversations" (25) Staff interviews on 88.5 FM (20) C19 News	100%	100%	N/A

Community Engagement (Function 2122)

The Primary objective of Community Engagement is to plan and implement community development programs for MCS. Areas of responsibility include donor investment relations, fundraising, alumni association, sponsorship development and special event planning.

Operating Budget

	2008-09 Actual	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
Salaries	\$ 104,050	\$ 109,306	\$ 114,136	\$ 118,384	\$ 124,821
Employee benefits	23,500	28,188	30,008	31,235	33,239
Professional services	-	-	-	-	-
Property maintenance services	-	-	-	-	-
Contracted services	-	-	-	-	-
Supplies & materials	4,015	-	-	-	-
Travel	-	-	-	-	-
Furniture & equipment	-	-	-	-	-
Other objects	-	-	-	-	-
Total	\$ 131,565	\$ 137,494	\$ 144,144	\$ 149,619	\$ 158,060
Staffing level	1.00	1.00	1.00	1.00	1.00

Goals, Objectives & Measures

Goal	Objective	Performance Measure	2010-11 Actual	2011-12 Estimated	2012-13 Proposed
3 - Parent & Community Involvement	Create a speakers bureau comprised of District employees to speak on various topics regarding MCS.	Number of engagements Feedback survey Number of positive media placements	N/A	N/A	N/A
	Host regular "CEO/Business Leaders Briefings" to share MCS information with business community and to receive feedback	Number of CEO participants Feedback survey	Participated in quarterly Memphis Tomorrow meetings w/ business leaders	Participated in quarterly Memphis Tomorrow meetings w/ business leaders	Yes
	Host regular Superintendent Town Hall meetings to provide community with MCS information	Number of participants Feedback survey	100%	100%	N/A

Communications (Function 2125)

The primary objective of the Communications & Broadcast Services department is to effectively communicate the goals, objectives and accomplishments of Memphis City Schools with employees, students, parents, community members and news media.

Operating Budget

	2008-09 Actual	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
Salaries	\$ 543,342	\$ 751,444	\$ 868,065	\$ 999,667	\$ 996,144
Employee benefits	133,650	188,704	215,645	259,961	284,641
Professional services	164,626	177,236	53,799	59,080	84,331
Property maintenance services	75	4,117	(394)	5,400	5,400
Contracted services	49,589	20,154	22,406	62,250	45,000
Supplies & materials	8,097	23,085	17,411	34,577	17,175
Travel	430	3,119	7,005	450	7,040
Furniture & equipment	-	7,962	3,911	3,750	5,350
Other objects	-	350	-	1,500	6,160
Total	\$ 899,809	\$ 1,176,171	\$ 1,187,848	\$ 1,426,635	\$ 1,451,241
Staffing level	9.50	11.00	12.00	14.00	14.00

Goals, Objectives & Measures

Goal	Objective	Performance Measure	2010-11 Actual	2011-12 Estimated	2012-13 Proposed
2 - Accountability	Clearly communicate the academic and operational goals of the District.	Number of placements Earned media	100%	100%	100%
2 - Accountability 3 - Parent & Community Involvement	Increase positive news coverage of the District.	Number of positive stories placed each week	Yes	Yes	Yes
2 - Accountability	Build community support for the District.	Number of engagements Feedback survey Number of positive media placements	Yes	Yes	Yes
2 - Accountability	Improve media relations through development of relationships with print and broadcast reporters.	Number of media placements Earned media value	Yes	Yes	Yes
2 - Accountability	Provide employees with pertinent information in a timely manner.	Feedback surveys	100%	Yes	Yes
2 - Accountability 3 - Parent & Community Involvement	Utilize marketing campaigns to promote the District in areas of teacher recruitment, parental involvement and student achievement.	Feedback surveys	100%	Yes	Yes

INTERNAL AUDIT

Melvin T. Burgess II, Director

MISSION STATEMENT:

The purpose of the Division of Internal Audit is to provide management and the Board of Commissioners with reasonable assurance that internal controls throughout the District are adequate and operating effectively. Internal Audit provides independent and objective appraisals of activities of management and furnishes them with analyses, recommendations, counsel and information concerning activities reviewed. Internal Audit seeks to add value by promoting a control environment through open communication, professionalism, expertise, and trust.

STRATEGIC GOALS:

The strategic goals of the Division of Internal Audit directly align with the Superintendent's Goal 2: Accountability. The Division is responsible for ensuring the District fosters a control environment compliant with District policies, procedures, state and federal guidelines. The Division also ensures adequate controls exist to safeguard the assets of the District, as well as to make suggestions for improvements in operating efficiencies and internal controls.

Internal Audit is responsible for the implementation and maintenance of the school accounting software system for the District to ensure the reliability and integrity of the reporting of student activity funds. Internal Audit provides training and counsel to pertinent school personnel regarding proper procedures for the collecting, accounting, and expending of student activity funds.

To further the mission of the division, management has taken active steps toward the development of an employee whistleblower hotline. This value-added function will aid in the detection and deterrence of fraud, waste and abuse.

ISSUES & TRENDS:

Substantial budget cuts increase the need for efficiency and effectiveness in the work place. Internal Audit must assist management in ensuring that educational dollars are being expended to bring about the desired results in the most efficient and effective manner. The Division of Internal Audit is adamant about developing its staff to ensure industry best practices are being utilized in its operations.

FISCAL YEAR 2011-12 PERFORMANCE HIGHLIGHTS:

During 2010, Internal Audit migrated all schools from a DOS-based software to Student Funds Online (SFO), a web-based software. The addition of this software has proven to be an invaluable investment. The web-based technology creates more transparency related to school activity funds. Principals and Regional Superintendents are able to monitor the schools' financial position as needed. This software also enables the Internal Audit training staff to review activity to assess and provide ongoing training as needed. The accessibility of reports and other preplanning mechanisms also support the audit staff by increasing auditing efficiencies and could possibly reduce auditing exceptions.

Also, during this fiscal period the Division of Internal Audit launched its District-wide risk assessment. The process included developing a "mini" audit universe of eleven (11) departments/functions by soliciting input from the Superintendent, Chief Financial Officer, external auditors and other key administrators. Risk assessments were conducted on the eleven (11) departments/functions using an extensive questionnaire, operational review and risk rating process. Consideration was given to the potential risk impact and the likelihood of an occurrence. The four (4) departments/functions deemed to have prevailing risk factors were identified and included in the annual audit plan for 2010-2011.

FISCAL YEAR 2012-13 BUDGET HIGHLIGHTS:

The fiscal year 2012-13 budget is a continuation of the previous year's budget.

Internal Audit (Function 2112)

The Division of Internal Audit functions as the managerial control which independently measures, evaluates, and reports on the adequacy, effectiveness, and efficiency of accounting and operational controls, and the general compliance with policies and procedures. The objectives of the Division of Internal Audit are to assist all members of management in the effective discharge of their responsibilities by furnishing them with analyses, appraisals, recommendations, and pertinent comments concerning the activities reviewed.

Historically, due to budget restraints, Internal Audit has focused most of its resources toward ensuring proper handling and accounting of student activity funds as state law dictates an annual audit of each school collecting student funds is required. Special audits and operational audits for the most part have been performed on an as needed basis or as a reaction to an event. The division recognizes the need to become more proactive in our auditing focus and to expand our purview of audits to encompass areas where significant risks and threats exist. In order to complete this goal, we need a veteran auditor to coordinate the risk assessment of auditable areas, develop audit programs for these areas, and to implement the audit plan.

Legally Mandated/Required Curriculum: Yes

Legal Reference or Statute: TCA §49-2-110 and TCA §49-2-112

Operating Budget

	2008-09 Actual	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
Salaries	\$ 593,995	\$ 634,545	\$ 667,398	\$ 565,760	\$ 596,998
Employee benefits	164,668	168,463	174,338	147,966	151,746
Professional services	133	8,995	4,111	5,000	8,000
Property maintenance services	1,260	-	171	3,000	3,000
Contracted services	427	653	99	1,000	1,000
Supplies & materials	5,842	7,119	3,073	4,000	4,000
Travel	3,395	35,180	7,648	5,777	5,777
Furniture & equipment	1,286	147,394	(13,917)	2,000	2,000
Other objects	-	-	-	-	-
Total	\$ 771,006	\$ 1,002,349	\$ 842,921	\$ 734,503	\$ 772,521
Staffing level	10.00	10.00	10.00	8.00	8.00

Goals, Objectives & Measures

Goal	Objective	Performance Measure	2010-11 Actual	2011-12 Estimated	2012-13 Proposed
2 - Accountability	To identify risks, threats, and known vulnerabilities and prioritize these based on impact or criticality of the function. To develop an audit plan for cyclical audits of identified areas.	Percentage of the plan completed.	10% - approval and funding for consulting services.	100% of the risk assessment plan completed.	30% of the schedule of audits determined by plan, performed.
	To ensure internal controls exist to ensure the safekeeping of student activity funds and policies and procedures governing these funds are being adhered to	Percentage of student funds audited each year and annual report approved by the State of Tennessee's Comptroller.	100%	100%	100%
	To ensure internal controls exist to ensure the safekeeping of student activity funds and that policies and procedures governing these funds are being adhered to	Percent of District employees new to school finances trained.	100%	100%	100%

Policy, Strategic Planning and Community Relations

Thelma Crivens, Executive Director

MISSION STATEMENT:

The mission of the Department of Policy and Community Relations is to create and/or revise policies that promote student achievement and District accountability; review, research, reconcile, revise, and/or develop policies in support of the consolidation of Memphis City Schools and Shelby County Schools; and to engage the Memphis community in a shared vision to achieve supportive school climates, positive student outcomes, and healthy neighborhoods.

STRATEGIC GOALS:

1. Review and reconcile the 218 MCS and 170 SCS policies for revision and/or new policy research and development, including but not limited to Human Resources, Students, and Instructional Support policies.
2. Conduct at least 20 information and training sessions on key policies (i.e. TEI related policies, Student Bullying and Harassment) to key constituent groups (i.e., principals, assistant principals, parents, staff) by June 30, 2013.
3. Adopt at least 3 policies in key areas to support the sustainability of the District's Reform Agenda by June 30, 2013, (i.e., Human Resources, Fiscal Management, Support Services, Instructional Services, and Students).
4. Conduct biennial policy manual review required by law by December 2012.
5. Transition the Our Children-Our Future Volunteer Tutoring Program from a program serving 37 identified schools to a district-wide initiative providing all schools with volunteer training, start-up consultation, and on-going technical assistance by June 30, 2013.
6. Market volunteer orientation to new audiences, increasing attendance by 50% by June 30, 2013.
7. Refine and upgrade information systems for volunteer management and program evaluation by June 30, 2013.

ISSUES & TRENDS:**A. Policy Development**

- The Department is expecting to review, research, reconcile, revise, and/or develop policies in support of the consolidation of Memphis City Schools and Shelby County Schools.
- The Department is continuing to focus on reform and transformative policies that affect the core business of education (e.g., teacher quality) and that affect other areas, such as district accountability and allocation of district resources.
- The Department is continuing to explore how technology can increase efficiency in such areas as policy input, policy training, and distribution and interpretation of policy information (e.g. video training, policy newsletter, Teach-Plus).
- The Department is working on incorporating an implementation feasibility component into its current policy development process. This will require cross-departmental coordination of input and review.

Policy, Strategic Planning and Community Relations (concl'd)

- The Department is continuing to work cross-functionally between departments and school districts and with the Board to identify and research and develop relevant and necessary policies to facilitate the efficient operation of the Board, MCS and SCS through the consolidation process.
- The Department is significantly engaged in training principals, assistant principals, and teachers and expects to continue such trainings as well as offer expanded trainings to include TEI related policies around Teacher Evaluation, Teacher Tenure, and Video-taping of Professional Practices utilizing our Policy Training Modules.

B. Strategic Planning and Volunteer Services

- The Office is providing leadership in the process to develop a school-community plan in partnership with public agencies and community organizations as part of the Choice Neighborhood Plan, resulting in stronger neighborhoods and increased student achievement.
- The Office is upgrading technology to increase efficiency in such areas as background screening, volunteer registration and program evaluation, enabling staff to spend more time recruiting and training volunteers.
- The Office has assessed its one-on-one tutoring program, Our Children—Our Future (OCOF), and determined it needs to make major changes. Rather than serving just a few schools with a central office managed program, the program will be transformed into one that is available to all schools based upon their needs and interests. OCOF will provide training, start-up consultation to schools and volunteer groups wanting to begin tutoring or other volunteer programs in the schools, and ongoing technical assistance. The emphasis is being shifted from direct program management to support and technical assistance, a more appropriate use of one staff person.

Policy, Strategic Planning and Community Relations (Function 2116)

The Office of Policy Development is responsible for the development and maintenance of District operational and reform policies; training of relevant District personnel and stakeholders in interpreting and implementing District operational and reform policies; preparation of the District policy briefs; review, research, reconcile, revise and/or develop policies in support of MCS and SCS consolidation; and development and maintenance of annual or biennial compliance documents – The Student Code of Conduct and the District Policy Manual.

Legally Mandated/Required Curriculum: Yes

Legal Reference or Statute: TCA §49-2-203; §49-2-207; and MCS Policies 1.105 School Board Legislative Involvement and 1.202 Duties of Board Members

Program/Budget Changes: The Office of Policy Development is requesting an additional Policy Development Specialist.

Operating Budget

	2008-09 Actual	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
Salaries	\$ 725,152	\$ 736,912	\$ 678,473	\$ 467,220	\$ 463,746
Employee benefits	185,565	187,673	170,543	108,903	116,368
Professional services	3,143	6,855	1,895	-	-
Property maintenance services	630	14	1,311	1,900	1,900
Contracted services	3,880	31,820	2,348	16,500	16,000
Supplies & materials	5,628	8,872	4,711	9,200	8,200
Travel	8,143	3,139	26	-	500
Furniture & equipment	9,791	5,191	351	-	1,000
Other objects	55	-	-	665	665
Total	\$ 941,987	\$ 980,476	\$ 859,658	\$ 604,388	\$ 608,379
Staffing level	9.00	9.00	8.00	5.00	5.00

Goals, Objectives & Measures

Goal	Objective	Performance Measure	2010-11 Actual	2011-12 Estimated	2012-13 Proposed
1 - Student Achievement 2 - Accountability 3 - Parent & Community Involvement 4 - Healthy Youth Development	1. Review, research, reconcile, revise, and/or develop policies in support of MCS and SCS consolidation. As required by law and the board. (a total of 388 policies)		N/A	In all 3	As required by law and the Board. (a total of 388 policies)
	2. Increase the number of internal and external stakeholders who have access, practical knowledge, and in depth understanding of district policies.	Number of policy presentations to stakeholders	10	15	20
	3. Focus on transformative policies affecting the core business of education and other support areas.	Number of Reform Policies adopted by the Board	In all 6	In all 5	In all 3

Strategic Planning and Volunteer Services (Function 2218)

Oversees strategic planning; volunteer policies and programs; recruits, screens, trains, and places volunteers; oversees school-based mentoring programs; and facilitates school-community development, including community use of schools. Areas of responsibility include Adopt-a-School, Our Children—Our Future (OCOF) tutoring, CONNECT Mentoring, Volunteer Management, and School-Community Development.

Legally Mandated/Required Curriculum: Yes

Legal Reference or Statute: TCA §37-1-414 and MCS Policy 4.501

Operating Budget

	2008-09 Actual	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
Salaries	\$ 268,393	\$ 283,289	\$ 360,170	\$ 356,115	\$ 356,050
Employee benefits	81,875	84,283	108,661	111,402	117,178
Professional services	43,893	115,156	127,176	119,508	119,107
Property maintenance services	-	-	2,524	1,250	9,820
Contracted services	2,700	14,238	25,169	28,735	35,560
Supplies & materials	2,376	2,808	6,511	11,223	8,723
Travel	-	271	669	1,890	1,650
Furniture & equipment	-	8,565	6,048	5,052	-
Other objects	-	-	78	85	85
Total	\$ 399,237	\$ 508,610	\$ 637,006	\$ 635,260	\$ 648,173

Staffing level	5.30	5.30	6.00	5.00	5.00
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Goals, Objectives & Measures

Goal	Objective	Performance Measure	2010-11 Actual	2011-12 Estimated	2012-13 Proposed
3 - Parent & Community Involvement	Increase community involvement in implementing school and District programs	Number and types of community partnerships and school-adopters	Corporate/non-profit: 353 Faith-based: 221 School-community development: 5	Corporate/non-profit: 377 Faith-based: 247 School-community development: 10	Corporate/non-profit: 400 Faith-based: 260 School-community development: 15
		Number of Level II and Level III volunteers screened	5,059	5,100	5,923
4 - Healthy Youth Development	Increase mentoring of students	Number of students enrolled in school-based mentoring programs.	150	250	250
		Number of schools with school-based mentoring programs.	27	27	30
		Number of parents of mentored students who attended training	45	50	65

RESEARCH, EVALUATION & ASSESSMENT and STUDENT INFORMATION (REASI)

William E. White, Executive Director

MISSION STATEMENT:

The Department of Research, Evaluation, Assessment, and Student Information (REASI) is a support service unit of the District. Our mission and motto is "To provide the right information to the right people at the right time."

STRATEGIC GOALS:

REASI supports each of the District's six strategic goals, with specific functions within the department focused on Goal 1 (Student Achievement) and Goal 2 (Accountability). REASI also supports the data and information needs of the Superintendent and Cabinet. The department is responsible for implementing state-mandated testing through articulated guidelines, reporting results, and communicating data and information about the District to internal and external stakeholders.

ISSUES & TRENDS:

Uncertainty is the watchword for the current year as changes in curriculum, development of new state tests for NCLB compliance, and radical changes to the scores at which proficiency is determined (aka "cut scores") serve to change the entire manner in which accountability is measured in Tennessee.

FISCAL YEAR 2011-12 PERFORMANCE HIGHLIGHTS:

REASI continued to build on its legacy of legendary service to stakeholders with its role in providing information and thought leadership for the unprecedented effort to secure funding from the Bill and Melinda Gates Foundation for two grants: 1) the eighteen-month Measures of Effective Teaching (MET) grant for \$2 million and 2) the seven-year, \$90-million intensive partnership grant, also known as the Teacher Effectiveness Initiative (TEI). During FY10, REASI scaled back daily production of the *From 30K* briefing for the Superintendent due to an increased work load from Gates Foundation and other projects. The department received a 98% favorable rating from stakeholders surveyed in summer 2010.

FISCAL YEAR 2012-13 BUDGET HIGHLIGHTS:

The fiscal year 2012-13 budget is a continuation of the previous year's budget.

Research, Evaluation & Assessment (Function 2133)

The department supports academic programming for the District by striving to provide the right information to the right people, at the right time. REASI coordinates, communicates, and educates District stakeholders at all levels of the organization from the Superintendent and Cabinet to school-level leaders and parents. The department provides leadership for all facets of state-mandated testing requirements, formative assessments across the District, program evaluation for grant-funded initiatives, District-led and approved external research efforts, and the exciting new work of developing a teacher effectiveness measure for the District's partnership with the Bill and Melinda Gates Foundation.

It is important to point out here, though, that associated functions of the office are written into state and federal statutes. For example, the Elementary and Secondary Education Act (ESEA) requires testing for students in specific grade levels and subjects. REASI conducts a count of the number of students in the tested grades and subjects, orders tests for these students, communicates with schools regarding testing windows and reparation schedules, receives testing materials and coordinates delivery of the materials to schools, trains school testing coordinators in the proper procedures of test administration, monitors testing in the schools during the examination window, receives the completed test materials back from schools, coordinates delivery of completed test materials to state processing facilities, receives and cleans the data file generated from the testing, conducts the analyses appropriate for the AYP appeals process, disseminates results of testing, conducts workshops and training activities on how to interpret and use the test results, develops materials for test preparation activities, works with the Superintendent and Cabinet – as well as region superintendents and principals – to connect test results to other school data (e.g., formative assessment results), and evaluates the process listed here to improve efficiency and effectiveness of each task. So while the department is not explicitly mandated by law, REASI is the means by which legally-mandated activities get done for NCLB testing, GED testing, college-ready state assessments (e.g., EXPLORE, PLAN, and ACT), grant-mandated program evaluations, Title I evaluations, etc.

Legally Mandated/Required Curriculum: No

Legal Reference or Statute: N/A

Program/Budget Changes: The department has expanded through a generous gift to MCS from the Bill and Melinda Gates Foundation to include the function of coordinating the teacher effectiveness measure portion of the Teacher Effectiveness Initiative (TEI). This is very consistent with our prior measurement work and we are excited to play an integral role in the emerging national conversation about teacher effectiveness.

Operating Budget

	2008-09 Actual	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
Salaries	\$ 1,238,804	\$ 963,185	\$ 984,864	\$ 862,779	\$ 814,996
Employee benefits	305,804	234,907	251,177	203,202	227,497
Professional services	3,570	6,194	4,820	7,500	5,500
Property maintenance services	8,245	14,671	9,262	9,000	11,600
Contracted services	24,278	26,421	14,117	17,000	19,000
Supplies & materials	15,240	12,343	11,847	18,965	15,365
Travel	7,185	8,566	5,223	3,000	4,117
Furniture & equipment	2,103	-	194	4,000	4,000
Other objects	616,281	796,230	503,958	777,515	777,515
Total	\$ 2,221,510	\$ 2,062,517	\$ 1,785,462	\$ 1,902,961	\$ 1,879,590
Staffing level	20.00	16.00	16.00	12.00	12.00

**Research, Evaluation & Assessment (Function 2133) (concl'd)****Goals, Objectives & Measures**

Goal	Objective	Performance Measure	2010-11 Actual	2011-12 Estimated	2012-13 Proposed
2 - Accountability	Provide the right data to the right people at the right time	Customer satisfaction	98%	98%	98%

Student Information (Function 2520)

The Office of Student Enrollment and Records coordinates activities related to students' school assignments; manages Open Enrollment and ESEA (formerly NCLB) transfers; provides student enrollment transfer data to schools and District departments/divisions; advises parents, principals, and District/school support staff in matters related to records, attendance, enrollment, transfers, school assignments, custody issues and other relevant policies and laws; assists parents with student transfer decisions; directs the organization, dispersal, and maintenance of all permanent student records; collects student tuition payments; and tracks students who drop out or leave the District.

The Office of Student Management Systems manages the student information system; submits enrollment, membership, and attendance data to the state department of education; maintains setup modules and the District's course catalog to meet state and District requirements; monitors the accuracy of data elements in Chancery SMS and those transmitted via EIS extracts to meet state and District requirements; transmits EIS extracts and reviews errors to ensure that data needed for reports generated by the state department of education are complete and accurate; provides training and help desk support to District and school personnel in the use of the student management system; and conducts testing of revisions, upgrades, and changes to the student management system.

Legally Mandated/Required Curriculum: YES

Legal Reference or Statute: T.C.A. § 49-1-104; T.C.A. § 49-1-209; T.C.A. § 49-6-3001 to 49-6-3113 (various parts); T.C.A. § 49-6-5101 to 49-6-5106; ESEA/NCLB Sections 1116(b)(1)(E), 1116(b)(5)(A), 1116(b)(7)(C)(i), and 1116(b)(8)(A)(i); 34 C.F.R. §200.44(a)(1)

Program/Budget Changes: The state Department of Education continues to increase student information system reporting requirements. The District continues to expand the use of the student information system, and Student Information is now responsible for three systems: Chancery SMS, PowerTeacher, and ParentCONNECTxp. Further, the addition of charter schools significantly increases the amount of school-level reporting which must be monitored and increases the number of sites needing services related to student information systems, enrollment issues, records, and state reporting requirements.

Operating Budget

	2008-09 Actual	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
Salaries	\$ 1,699,293	\$ 1,748,835	\$ 1,617,314	\$ 1,611,032	\$ 1,680,645
Employee benefits	419,976	418,699	411,031	418,471	439,515
Professional services	547,030	139,056	124,389	95,996	105,875
Property maintenance services	12,398	14,092	9,716	12,500	13,500
Contracted services	20,451	17,773	6,929	16,607	16,607
Supplies & materials	16,658	16,853	9,381	11,000	11,000
Travel	1,489	875	1,689	500	797
Furniture & equipment	7,399	2,121	22,873	18,089	5,000
Other objects	280	318	39	250	250
Total	\$ 2,724,974	\$ 2,358,622	\$ 2,203,361	\$ 2,184,445	\$ 2,273,189
Staffing level	31.30	28.30	26.30	22.00	22.00

Student Information (Function 2520) (concl'd)

Goals, Objectives & Measures

Goal	Objective	Performance Measure	2010-11 Actual	2011-12 Estimated	2012-13 Proposed
2 - Accountability	To improve the turnaround time for transcript requests via the use of document imaging	Average number of days for transcript to be provided	Establish baseline	Decrease from baseline	Continue to improve the baseline
1 - Student Achievement 2 - Accountability	To improve the tracking of students who drop out or transfer from the District	Percent of students on withdrawal reports whose coding is confirmed	Establish baseline	Increase from baseline	Continue to improve the baseline
2 - Accountability	To improve the quality of student data	Percent of school-based student information staff	Establish baseline	Increase from baseline	Continue to improve the baseline



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SCHOOL SAFETY, SECURITY & EMERGENCY MANAGEMENT

Gerald Darling, Chief of School Safety

MISSION STATEMENT:

This mission of the Department of School Safety, Security & Emergency Management is to provide a positive, safe and respectful environment for students, staff, and families of Memphis City Schools.

STRATEGIC GOALS:

The department directly supports District Goal #5: Safety and Discipline. The department is responsible for providing school security, safety, and improving attendance by allocating appropriate resources in an efficient manner.

ISSUES & TRENDS:

As with all urban school districts MCS must continuously focus on improving school safety and attendance. The department is in on-going communications and partnerships with internal and external entities. These relationships include various law enforcement agencies, grassroots organizations and governmental offices.

FISCAL YEAR 2011-12 PERFORMANCE HIGHLIGHTS:

- Implemented Office of Juvenile Justice Delinquency Program (OJJDP) Gang Reduction Program
- Identified students who had 49% fewer expulsions
- Formed multiple partnerships to develop community intervention teams
- Successes published in national journals
- Received National Gang Expert Certification
- Developed referral process from Pupil Service Center (PSC)
- Presented Best Practices at National Conferences

FISCAL YEAR 2012-13 BUDGET HIGHLIGHTS:

The fiscal year 2012-13 budget is a continuation of the previous year's budget.

School Safety Initiative (Function 1927)

The Division of School Safety Initiative is responsible for gang prevention/intervention services, Youth Court and the Trust Pays Program. The Gang Awareness staff conducts presentations in each region on a regular basis to students, staff, parents and community organizations. All areas have responsibility for reducing negative behaviors and assisting schools in creating positive learning environments.

This division is additionally responsible for truancy and improving student attendance. The Attendance staff conducts home investigations and investigates community complaints regarding truancy. They conduct Student Attendance Review Board (SARB) conferences with truants at Juvenile Court (JC) and at the central and regional truancy centers. They meet with school personnel to check the accuracy of attendance for students identified on the Truancy Monitoring Report who are referred to Juvenile Court.

Legally Mandated/Required Curriculum: Yes

Legal Reference or Statute: T.C.A. § 49-6-3006

Program/Budget Changes: One Behavioral Specialist position will be eliminated in fiscal year 2012-13.

Operating Budget

	2008-09 Actual	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
Salaries	\$ 473,715	\$ 987,147	\$ 1,067,688	\$ 1,137,271	\$ 1,153,561
Employee benefits	148,377	278,408	342,894	350,681	399,519
Professional services	189,910	266,588	115,436	311,905	278,905
Property maintenance services	-	18,817	920	4,000	4,000
Contracted services	151	5,106	17,092	62,500	47,000
Supplies & materials	40,527	38,613	18,739	109,000	99,000
Travel	14,339	22,865	20,406	34,700	22,241
Furniture & equipment	-	8,203	27,039	35,541	30,000
Other objects	-	-	-	-	-
Total	\$ 867,019	\$ 1,625,747	\$ 1,610,214	\$ 2,045,598	\$ 2,034,226

Staffing level	66.00	59.00	20.00	22.00	21.00
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Goals, Objectives & Measures

Goal	Objective	Performance Measure	2010-11 Actual	2011-12 Estimated	2012-13 Proposed
To improve gang awareness and intervention to staff & students	Conduct gang presentations & interventions in each region on a regular basis	Increase the number of presentations by 20%	144	150	TBD
Decrease gang activity	Increase service delivery to other regions	To decrease the number of gang related office referrals for participating students	50%	55%	TBD
To increase the service delivery responsibility for attendance	To provide parenting classes for chronic offenders	Develop program services	Weekly	Monthly	TBD

School Resource Officers (Function 1928)

Security Services Division's primary objective is to assign officers to high incident secondary schools that are on the state striving list. They monitor opening and dismissal, patrol the school campus, assist the administration when requested, work athletic and other school events. They are a vital component with our intervention and prevention programs such as SHAPE, GRASSY, and Truancy.

There is a partnership between MPD and MCS Security where officers from both departments are assigned to secondary schools.

Legally Mandated/Required Curriculum: Yes

Legal Reference or Statute: T.C.A. § 49-6-42

Operating Budget

	2008-09 Actual	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
Salaries	\$ 2,423,749	\$ 3,154,680	\$ 4,728,426	\$ 3,597,298	\$ 3,681,843
Employee benefits	634,580	763,095	1,175,612	1,116,202	1,182,189
Professional services	1,599,028	-	-	-	-
Property maintenance services	-	-	-	-	-
Contracted services	-	-	-	-	-
Supplies & materials	-	-	331	40,000	40,000
Travel	-	-	-	-	-
Furniture & equipment	-	-	-	-	-
Other objects	-	-	-	-	-
Total	\$ 4,657,357	\$ 3,917,775	\$ 5,904,369	\$ 4,753,500	\$ 4,904,032
Staffing level	-	58.00	84.00	84.00	84.00

Goals, Objectives & Measures

Goal	Objective	Performance Measure	2010-11 Actual	2011-12 Estimated	2012-13 Proposed
5 - Safety & Discipline	To ensure the safety and security of our students, staff, property and equipment	Reductions in serious incidents within the district	5% decrease	5 % decrease	2 ½ % decrease

Pupil Services (Function 1935)

The function of the Division of Pupil Services is to serve and protect the rights of students through due process and to support the schools in their efforts to provide every student with a quality education. The major focus of the Pupil Services Center is to adjudicate appeal cases involving suspensions in a manner that ensure decisions are made according to the Board of Education policies and procedures within the guidelines of the Student Code of Conduct. Also, this office provides for student re-entry assignments and safety transfers.

Legally Mandated/Required Curriculum: Yes

Legal Reference or Statute: T.C.A. §49-6-3401

Operating Budget

	2008-09 Actual	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
Salaries	\$ 1,073,934	\$ 758,428	\$ 731,899	\$ 720,895	\$ 741,822
Employee benefits	255,225	179,947	189,877	188,600	202,383
Professional services	521	-	-	1,060	1,060
Property maintenance services	5,221	5,532	4,187	5,650	5,650
Contracted services	20	80	64	3,174	3,174
Supplies & materials	18,145	10,947	10,071	14,886	13,886
Travel	2,035	461	665	-	1,000
Furniture & equipment	6,761	1,678	-	4,095	4,095
Other objects	-	-	-	-	-
Total	\$ 1,361,862	\$ 957,073	\$ 936,763	\$ 938,360	\$ 973,070
Staffing level	18.00	13.00	12.00	12.00	12.00

Goals, Objectives & Measures

Goal	Objective	Performance Measure	2010-11 Actual	2011-12 Estimated	2012-13 Proposed
5 - Safety & Discipline	To reduce the number of modified suspension and expulsion related to the Code of Conduct errors	Decrease of modified cases due to the error in applying the MCS Code of Conduct	-4%	-5%	-6%
	To reduce the number of students who fail to attend expulsion hearings	Decrease of students who fail to attend expulsion hearing	-29%	20%	25%
	To reduce the number of days before the first level of appeals is held	The average number of days first level appeals held	5 days	-1 day	-2 days

Security Operations (Function 2850)

Security Services Operations' primary objective is to provide a safe school environment for students, staff and personnel by maintaining an efficient program of safety and security as well as physical plant security.

This objective is accomplished by monitoring and responding to intrusion alarms, access controls, A-Phones, performing back ground and identification checks on potential employees, vendors and volunteers.

Provide security for athletic events and other school sponsored activities.

Conducts routine patrols, surveillance and responds to calls for services on all properties when schools are not in session, on weekends and holidays.

Legally Mandated/Required Curriculum: Yes

Legal Reference or Statute: T.C.A. §49-6-42

Operating Budget

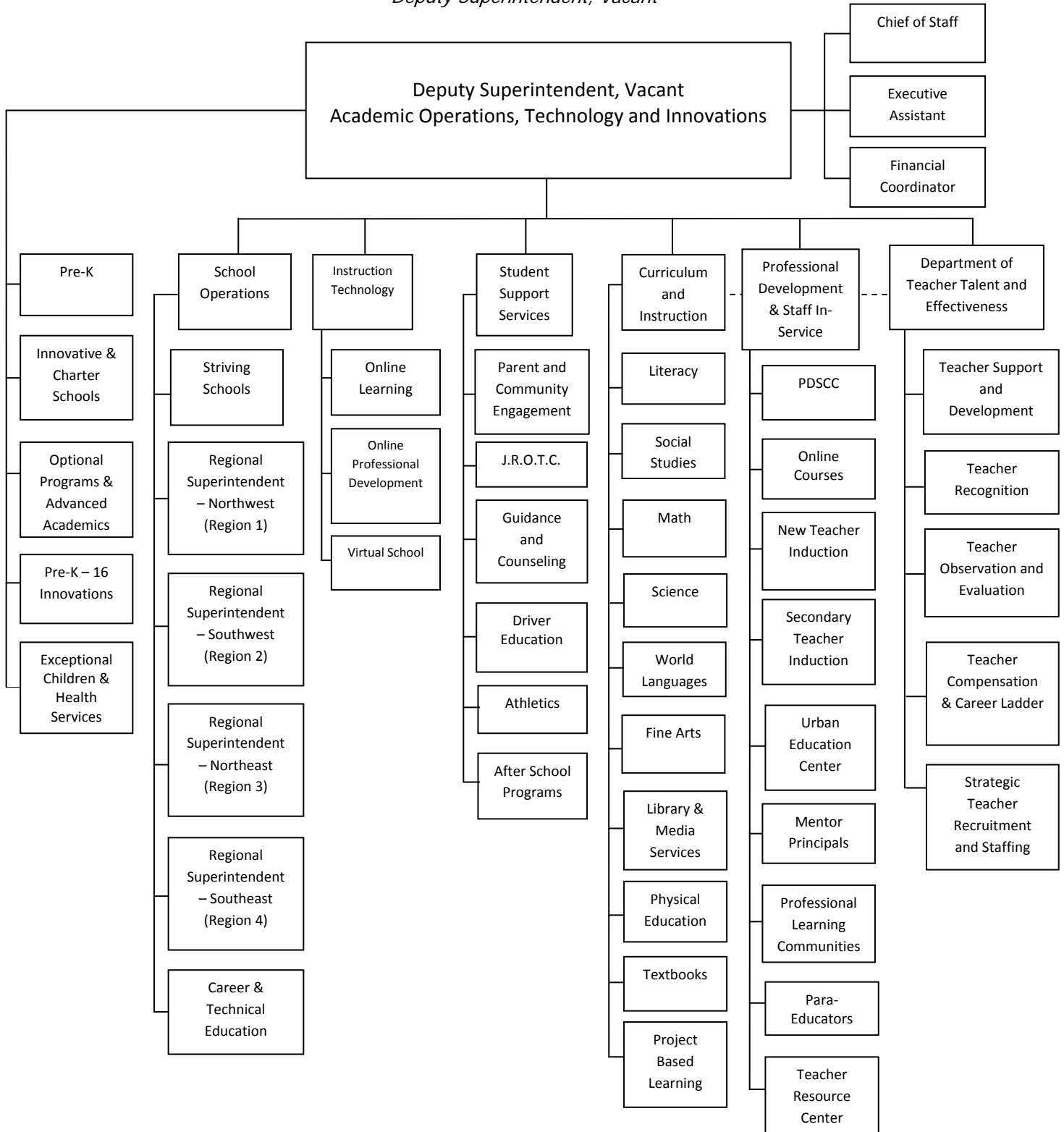
	2008-09 Actual	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
Salaries	\$ 1,894,543	\$ 1,789,207	\$ 1,815,570	\$ 2,271,028	\$ 2,321,666
Employee benefits	450,185	453,995	492,646	568,326	610,455
Professional services	285,781	1,935,617	865,943	625,083	753,594
Property maintenance services	1,170,007	1,357,555	866,079	773,171	772,781
Contracted services	6,456	114,675	3,166	255,500	18,200
Supplies & materials	234,302	275,010	245,517	271,774	271,774
Travel	8,706	24,341	5,423	-	-
Furniture & equipment	406,123	465,071	183,962	197,500	312,500
Other objects	9,188	2,624	7,636	8,443	8,384
Total	\$ 4,465,291	\$ 6,418,095	\$ 4,485,942	\$ 4,970,825	\$ 5,069,354
Staffing level	91.00	34.00	34.00	35.00	35.00

Goals, Objectives & Measures

Goal	Objective	Performance Measure	2010-11 Actual	2011-12 Estimated	2012-13 Proposed
5 - Safety & Discipline	To ensure the safety and security of our students, staff, property and equipment	Reductions in serious incidents within the district by	5% decrease	5% decrease	2 ½ % decrease
5 - Safety & Discipline	Timely response to calls for services on repairs to our systems	Decrease in response time	Yes	Yes	Yes

ACADEMIC OPERATIONS, TECHNOLOGY & INNOVATION (AOTI)

Deputy Superintendent, Vacant



ACADEMIC OPERATIONS, TECHNOLOGY & INNOVATION (AOTI)

Deputy Superintendent, Vacant

MISSION STATEMENT:

Our mission is to ensure that Memphis City Schools is a world-class public education system offering a rich array of services, PreK-16; there are many internal and external advocates. The Department of Academic Operations, Technology, and Innovations serves as the District's navigator in driving the district's dynamic and bold reforms in academics, school operations, technology, and innovations. Moreover, this department leads the District's scope of work in Curriculum and Instruction, Professional Development and Teacher In-Service, School Operations, Instructional Technology, Innovations and Charter Schools, Optional Schools and Advanced Academics, Teacher Effectiveness Initiatives, Pre-K, PreK-3 Continuum, PreK-16 Innovations and Reform, High School Initiatives, and Achievement School District. Under the leadership of the Deputy Superintendent, the AOTI department provides comprehensive support services organized to promote successful teaching and learning for all students from "Cradle to Career".

STRATEGIC GOALS:

The goals of the department of AOTI and are addressed in the following District goals: Goal 1: Academic Achievement, Goal 2: Accountability; Goal 3: Parent and Community Engagement; Goal 4; Healthy Youth Development; Goal 5: Safe and Structured Learning Environments; and Goal: Diversity.

ISSUES AND TRENDS:

"With the bright promise of our children foremost in mind, we cannot let the seemingly overwhelming challenges that many students face overcome them. We must instead provide them hope through innovative programs offerings that benchmark the best-in-class systems nationwide". To that end the department of AOTI has aggressively and boldly accepted this challenge and opportunity to drive the academic reform agenda by making Memphis City Schools a world-class public education area offering a rich array of services. This Cradle to Career pipeline will embrace the diversity, complexity, and depth of the scope of the work demanded by our citizenry and especially our children. Knowing we have tremendous challenges, we have to look at the educational achievement trends of today and how they can be altered to bring about a not only improved, but radically changed result.

To counter persistent under-performance, MCS has built a platform for improvement that is aligned with the Race to the Top priorities and the Teacher Effectiveness Initiative (TEI). Concurrently the Bill and Melinda Gates Foundation's Measuring Effective Teaching (MET) research initiative has encouraged all teachers to become more reflective practitioners, a central component of education reform.

During the last three years, AOTI has achieved extraordinary results evidenced by in the following strategic outcomes:

- Overhauled and aligned the curriculum with the Common Core Standards
- Provided schools with tools for formative assessments with Discovery and AIMSWeb
- Provided virtual instruction in our eSchool environment
- Expanded Honors/Advanced Placement courses to more students
- Increased graduates from the Memphis Prep Academies
- Redesigned 14 high schools into career or themed academies
- Increased dual enrollment/early college opportunities for 1,000 students

ACADEMIC OPERATIONS, TECHNOLOGY & INNOVATION (AOTI) (concl'd)**ISSUES AND TRENDS (concl'd):**

- Designed a robust program of work for PreK-3 Continuum
- Provided an enriched Pre-K scope of work in collaboration with our community partners
- Enhanced universities and college partnerships through University Collaboratives and University Corridor Initiatives
- Launched a coordinated constellation of targeted supports for the Striving School Zone (SSZ) and Achievement School District (ASD)
- Implemented the EdPlan that creates individualized graduation-targeted learning plans and intervention strategies for students

During the next phase of this work, AOTI will continue to provide leadership and direction to improve the quality of teaching and learning to increase student achievement.

FISCAL YEAR 2012-13 BUDGET HIGHLIGHTS:

AOTI has systematically reviewed its budget to prioritize District needs and adjusted/realigned budgets to reflect changes.

MCS Prep Northwest (Function 1184)

Memphis City Schools is committed to the educational, social and personal enrichment of all students regardless of the students' academic standing. MCS Prep Schools are specialized schools that offer innovative, rich and engaging programs of study to address the academic needs of individual students. The most expedient learning plan is customized for each student as they work toward graduation. MCS Prep provides an accelerated path to graduation for students with the opportunity to enter post secondary institutions or transition into the workforce and immediately begin to contribute to the global economy. There are four MCS Prep schools-one located in each of the four regions of the school district (Northwest, Northeast, Southwest and Southeast).

Operating Budget

	2008-09 Actual	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
Salaries	\$ -	\$ 762,910	\$ 758,342	\$ 1,428,598	\$ 1,881,105
Employee benefits	-	149,285	171,454	416,339	504,848
Professional services	-	24,116	795	5,936	5,936
Property maintenance services	-	13,944	(6,546)	15,200	15,200
Contracted services	-	1,344	4,535	2,840	2,840
Supplies & materials	-	59,722	46,011	40,253	30,253
Travel	-	115	368	723	723
Furniture & equipment	-	58,700	1,091	18,841	18,841
Other objects	-	-	-	-	-
Total	\$ -	\$ 1,070,136	\$ 976,050	\$ 1,928,730	\$ 2,459,746
Staffing level	-	-	10.00	28.00	28.00

Goals, Objectives & Measures

Goal	Objective	Performance Measure	2010-11 Actual	2011-12 Estimated	2012-13 Proposed
1 - Student Achievement 5 - Safety & Discipline	Increase the number of at-risk students who are over age for grade and/or expelled	20 % increase of students that attend MCS Prep	609 prep scholars enrolled at Northwest Prep Academ	35 % increase	25% increase
	To successfully transition students to Post Secondary Institution, Military, or trade (career) opportunity	100% of students who graduate will transition to a Post Secondary Institution, Military, or trade (career) opportunity	90% of the graduates attend a Post Secondary Institution, Military, or trade (career opportunity).	85% of the graduates will attend a Post Secondary Institution, Military, or trade (career opportunity).	87% of the graduates will attend a Post Secondary Institution, Military, or trade (career opportunity).
	To implement the Dual Enrollment Course with fidelity	6 % increase of students enrolled	0 students enrolled	6 % increased- 23 students will enroll	10% increase - 45 students will enroll
	To implement the Career Connections curriculum (college and job readiness)	100% student participation by graduation	120 students enrolled	Decrease by 6%	Increase by 5% - 175 students enrolled
	Graduate students enrolled in the MCS Prep Schools within 2 years	99% of students enrolled in MCS Prep will graduate with a high school diploma	320 students graduated from Northwest Prep Academy	25 % increase in graduating Seniors	9% increase in graduating Seniors -185 possible graduates

MCS Prep Northeast (Function 1185)

Memphis City Schools is committed to the educational, social and personal enrichment of all students regardless of the students' academic standing. MCS Prep Schools are specialized schools that offer innovative, rich and engaging programs of study to address the academic needs of individual students. The most expedient learning plan is customized for each student as they work toward graduation. MCS Prep provides an accelerated path to graduation for students with the opportunity to enter post secondary institutions or transition into the workforce and immediately begin to contribute to the global economy. There are four MCS Prep schools-one located in each of the four regions of the school district (Northwest, Northeast, Southwest and Southeast).

Operating Budget

	2008-09 Actual	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
Salaries	\$ -	\$ 500,443	\$ 628,574	\$ 1,345,162	\$ 1,860,903
Employee benefits	-	101,025	125,643	364,565	501,286
Professional services	-	19,878	13,624	5,936	5,936
Property maintenance services	-	81,453	(786)	15,200	15,200
Contracted services	-	520	7	2,840	2,840
Supplies & materials	-	138,625	101,902	40,253	30,253
Travel	-	1,005	326	724	724
Furniture & equipment	-	101,333	(436)	18,841	18,841
Other objects	-	1,722	169	-	-
Total	\$ -	\$ 946,004	\$ 869,023	\$ 1,793,521	\$ 2,435,983

Staffing level	-	-	8.00	26.00	26.00
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Goals, Objectives & Measures

Goal	Objective	Performance Measure	2010-11 Actual	2011-12 Estimated	2012-13 Proposed
1 - Student Achievement 5 - Safety & Discipline	Increase the number of at-risk students who are over age for grade and/or expelled	10% increase of students that attend MCS Prep	410 prep scholars enrolled at Northeast Prep Academy	20% increase	15% increase
	To successfully transition students to Post Secondary Institution, Military, or trade (career) opportunity	100% of students who graduate will transition to a Post Secondary Institution, Military, or trade (career) opportunity	80% of the graduates attend a Post Secondary Institution, Military, or trade (career) opportunity).	82% of the graduates will attend a Post Secondary Institution, Military, or trade (career) opportunity).	84% of the graduates will attend a Post Secondary Institution, Military, or trade (career) opportunity).
	To implement the Dual Enrollment Course with fidelity	5 % increase of students enrolled	0 students enrolled	5% increased- 18 students will enroll	10% increase - 35 students will enroll
	To implement the Career Connections curriculum (college and job readiness)	100% student participation by graduation	20 students enrolled	Increase by 5% - 36 students enrolled	Increase by 2% - 40 students enrolled
	Graduate students enrolled in the MCS Prep Schools within 2 years	95% of students enrolled in MCS Prep will graduate with a high school diploma	126 students graduated from Northeast Prep Academy	10% increase in graduating Seniors-139 possible graduates	5% increase in graduating Seniors -146 possible graduates

MCS Prep Southwest (Function 1186)

Memphis City Schools is committed to the educational, social and personal enrichment of all students regardless of the students' academic standing. MCS Prep Schools are specialized schools that offer innovative, rich and engaging programs of study to address the academic needs of individual students. The most expedient learning plan is customized for each student as they work toward graduation. MCS Prep provides an accelerated path to graduation for students with the opportunity to enter post secondary institutions or transition into the workforce and immediately begin to contribute to the global economy. There are four MCS Prep schools-one located in each of the four regions of the school district (Northwest, Northeast, Southwest and Southeast).

Operating Budget

	2008-09 Actual	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
Salaries	\$ -	\$ 557,106	\$ 611,613	\$ 1,163,139	\$ 1,651,163
Employee benefits	-	95,768	119,543	317,859	428,312
Professional services	-	7,443	831	5,936	5,936
Property maintenance services	-	3,770	7,409	15,200	15,200
Contracted services	-	353	4,554	2,840	2,840
Supplies & materials	-	94,890	95,501	40,253	30,253
Travel	-	920	735	724	724
Furniture & equipment	-	62,198	(905)	18,841	18,841
Other objects	-	-	1,305	-	-
Total	\$ -	\$ 822,448	\$ 840,586	\$ 1,564,792	\$ 2,153,269
Staffing level	-	-	6.00	24.00	24.00

Goals, Objectives & Measures

Goal	Objective	Performance Measure	2010-11 Actual	2011-12 Estimated	2012-13 Proposed
1 - Student Achievement	Increase the number of at-risk students who are over age for grade and/or expelled	10% increase of students that attend MCS Prep	225 prep scholars	20% increase 270 prep scholars	15% increase 310 prep scholars
5 - Safety & Discipline	To successfully transition students to Post Secondary Institution, Military, or trade (career) opportunity	100% of students who graduate will be accepted to a post secondary institution, (4 yr. university, 2 yr. community college, technical school, or military services)	Baseline Year 126 students graduated	100% 126 graduates out of 126 are estimated to be accepted to a post secondary institution	100%
	To expand course offerings (dual enrollment)	20% increase of students enrolled	Baseline Year 27 students enrolled	40 students enrolled	Increase by 15%
	Reduce the number of repeat expelled students for gang related offenses who attend a Prep School	Percent of students expelled for gang related incidents that return to Prep Schools	Baseline Year 64 students with gang offenses attended with 14 students returned 21.8 %	50% decrease	50% decrease

MCS Prep Southeast (Function 1187)

Memphis City Schools is committed to the educational, social and personal enrichment of all students regardless of the students' academic standing. MCS Prep Schools are specialized schools that offer innovative, rich and engaging programs of study to address the academic needs of individual students. The most expedient learning plan is customized for each student as they work toward graduation. MCS Prep provides an accelerated path to graduation for students with the opportunity to enter post secondary institutions or transition into the workforce and immediately begin to contribute to the global economy. There are four MCS Prep schools-one located in each of the four regions of the school district (Northwest, Northeast, Southwest and Southeast).

Operating Budget

	2008-09 Actual	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
Salaries	\$ -	\$ 1,028,115	\$ 1,489,555	\$ 1,382,307	\$ 1,855,908
Employee benefits	-	236,551	380,209	411,175	533,301
Professional services	-	4,430	675	5,936	5,936
Property maintenance services	-	379,877	223,128	380,699	384,021
Contracted services	-	835	1,992	2,840	2,840
Supplies & materials	-	95,345	80,628	40,253	30,253
Travel	-	937	248	724	724
Furniture & equipment	-	170,328	18,870	18,841	15,519
Other objects	-	-	1,253	-	-
Total	\$ -	\$ 1,916,418	\$ 2,196,558	\$ 2,242,775	\$ 2,828,502
Staffing level	-	-	26.00	27.00	28.00

Goals, Objectives & Measures

Goal	Objective	Performance Measure	2010-11 Actual	2011-12 Estimated	2012-13 Proposed
1 - Student Achievement 5 - Safety & Discipline	Increase the number of at-risk students who are over age for grade and/or expelled	10% increase of students that attend MCS Prep	434 prep scholars enrolled at Southeast Prep Academy	20% increase	15% increase
	To successfully transition students to Post Secondary Institution, Military, or trade (career) opportunity	100% of students who graduate will transition to a Post Secondary Institution, Military, or trade (career) opportunity	80% of the graduates attend a Post Secondary Institution, Military, or trade (career) opportunity).	82% of the graduates will attend a Post Secondary Institution, Military, or trade (career) opportunity).	84% of the graduates will attend a Post Secondary Institution, Military, or trade (career) opportunity).
	To implement the Dual Enrollment Course with fidelity	5 % increase of students enrolled	0 students enrolled	5% increased- 18 students will enroll	10% increase - 35 students will enroll
	To implement the Career Connections curriculum (college and job readiness)	100% student participation by graduation	20 students enrolled	Increase by 5% - 36 students enrolled	Increase by 2% - 40 students enrolled
	Graduate students enrolled in the MCS Prep Schools within 2 years	95% of students enrolled in MCS Prep will graduate with a high school diploma	146 students graduated from Southeast Prep Academy	10% increase in graduating Seniors-156 possible graduates	5% increase in graduating Seniors - 160 possible graduates

Optional Schools & Advanced Academics (Function 1913)

The Division of Optional Schools and Advanced Academics offers a variety of specialized school programs. These specialized programs were created to give students and their parents the opportunity to choose a school that more closely matches the student's interests and abilities than his or her assigned school. Forty-four schools currently offer Optional Programs at different grade levels. Some optional programs focus on college preparatory, business and finance, aviation, travel and tourism, International Baccalaureate Diploma Programme, Dual Language Immersion, Environmental Science, STEM, science, enriched academics, pre-engineering, engineering, bioscience, global studies, Montessori, Developing Masterful Mathematical Minds (DM3), Media Arts and Public Service (M.A.P.S.)/Micro Society, technology and careers, health sciences, creative and performing arts, and international studies. Some optional programs offer more intensive or additional courses of study than found in the traditional curriculum. The success of these special programs influences the recruitment of employees as well as new companies to Memphis.

Between 2010-2011 and 2011-2012, expansion of the Optional Program into seven additional schools was one of Superintendent Cash's Key Initiatives. The expansion plan is overseen by the Deputy Superintendent, Regional Superintendents and the Director of Optional Schools and Advanced Academics. Input from these various sources led to the newest optional school selections which were Cummings School – DM3 – Developing Masterful Minds; Douglass School – Media Arts and Public Service; Whitehaven Elementary – STEM – Science, Technology, Engineering and Math; Riverwood Elementary - Environmental Science and Community Service; Balmoral Ridgeway Elementary and Oak Forest Elementary – International Baccalaureate Candidate Primary Years Programmes; and Ridgeway Middle - International Baccalaureate Candidate Middle Years Programme. The goals of the expansion plan are to increase equity and access for more students, provide continuity of educational programs, create new and innovative program themes and increase student enrollment in Memphis City Schools. The Superintendent's performance objective to increase the number of Optional Schools from 37 to 43 was surpassed.

The purpose of the Advanced Placement Program is to provide equity and access for students to be exposed to academic intensity and quality education so students can develop habits of mind, knowledge and skills to be successful in postsecondary endeavors. The program is responsible for growth and maintenance of AP courses by supporting both teachers and students. This support includes quarterly AP Review Days for students, with an average of 140 students from across the city attending, as well as AP summer camps to prepare students for taking AP courses. Financial and personnel resources are provided for professional development. Funding is allocated for implementation of the mandated College Board curriculum.

The honors program is two-fold. In order for a course to be classified as an honors course, the state requires that certain curricular standards be met. One aspect of the honors program is to maintain records to verify that state requirements are being met. The other aspect is raising the bar for honors classes so that they function as pre-AP, pre-IB, dual enrollment, and college prep classes through the provision of professional development to teachers. Honors camps are held each summer to help prepare students for the rigor of honors-level work. Additional enrichment programs will be offered throughout the year.

Legally Mandated/Required Curriculum: Yes – Honors Program

Legal Reference or Statute: Rules of the State Board of Education, Chapter 0520-1-3-.05(e) and Board Policy 4.604 Administrative Rules and Regulations

Optional Schools & Advanced Academics (Function 1913) (cont'd)



Operating Budget

	<u>2008-09 Actual</u>	<u>2009-10 Actual</u>	<u>2010-11 Actual</u>	<u>2011-12 Budget</u>	<u>2012-13 Budget</u>
Salaries	\$ 2,896,481	\$ 3,852,737	\$ 5,071,078	\$ 4,015,181	\$ 4,134,406
Employee benefits	713,123	923,923	1,344,823	1,039,836	1,106,819
Professional services	66,759	358,003	352,757	475,260	512,175
Property maintenance services	2,432	263	52	7,310	14,275
Contracted services	31,367	45,514	64,319	148,771	166,286
Supplies & materials	235,769	428,866	406,426	446,474	480,925
Travel	4,879	19,255	2,705	5,400	6,000
Furniture & equipment	518,752	610,700	128,471	358,267	269,700
Other objects	2,208	29,785	15,707	71,950	62,275
Total	<u>\$ 4,471,770</u>	<u>\$ 6,269,046</u>	<u>\$ 7,386,338</u>	<u>\$ 6,568,449</u>	<u>\$ 6,752,861</u>
Staffing level	57.00	75.00	93.00	72.50	72.00

Optional Schools & Advanced Academics (Function 1913) (concl'd)

Goals, Objectives & Measures

Goal	Objective	Performance Measure	2010-11 Actual	2011-12 Estimated	2012-13 Proposed
To expand and support the MCS Optional Programs	To increase equity and access for more students	Equity of program Placement in underserved neighborhoods	100%	100%	100%
Strategic Goals - #1, 2, 3, 6	To build capacity within 44 current Optional programs	Implementation of Theme-based Plans in all Optional schools	n/a	90%	100%
To increase the types of Advanced Placement classes throughout the district	To ensure Advanced Placement teachers are appropriately trained.	Number of teachers who attend College Board weeklong A.P. Institutes	99%	99%	95%
Strategic Goals - #1, 2, 3, 6					
To increase student participation in honors courses and provide support for the courses.	To support schools in vertically aligning curriculum and strategies so that students in grades 6-11 are better prepared for challenging course work.	Number of Honors Courses offered	2030	1730	1730
Strategic Goals - #1, 2, 3, 6					

Classroom Technology (Function 1916)

The purpose of the Classroom Technology Division is to help teachers and students utilize and integrate technology into teaching and learning in order to help acquire, extend and communicate knowledge. Through the use of instructional technologies, teachers can teach more effectively and help provide students with capabilities that are expected of workers and productive citizens of the 21st century.

The use of technology:

- Prepares learners to live responsibly in a democratic, technically-driven society.
- Helps learners acquire knowledge and skills; communicate and manage information; and improve problem-solving, creative expression, research and design and product development.
- Develops technology literate learners when they apply technology across curricular areas throughout the life-long learning process.

Primary functions of Classroom Technology:

- Help schools acquire technology
- Provide quality professional development
- Support teachers' use and integration of technology into classroom instruction

Program/Budget Changes: The increase in salaries & benefits is attributable to additional part-time teachers necessary to teach online courses. The increase in Professional services is related to the contract renewal of and additional online courses.

Operating Budget

	2008-09 Actual	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
Salaries	\$ 285,965	\$ 304,669	\$ 731,012	\$ 1,205,552	\$ 1,206,426
Employee benefits	60,390	56,747	160,753	252,146	247,108
Professional services	91,891	129,925	210,382	941,691	941,691
Property maintenance services	-	-	-	4,350	4,350
Contracted services	2,845	9,429	8,347	10,654	10,654
Supplies & materials	32,961	11,108	8,415	46,322	46,322
Travel	7,626	10,322	8,720	7,950	7,950
Furniture & equipment	1,688,859	1,283,689	1,038,242	176,691	176,691
Other objects	-	-	-	-	-
Total	\$ 2,170,537	\$ 1,805,889	\$ 2,165,871	\$ 2,645,356	\$ 2,641,192
Staffing level	4.00	4.00	8.00	8.00	8.00

Goals, Objectives & Measures

Goal	Objective	Performance Measure	2010-11 Actual	2011-12 Estimated	2012-13 Proposed
Expand the use of technology in classroom instruction	Increase the use of district software	Increase the usage of Discovery Streaming as a tool for effective instruction by 10%	290,320 hits	319,352	351,287
		Increase the usage of netTrekker as a tool for safe internet searches and research by 50%	136,685 searches	205,028 searches	307,541 searches

**Dr. Benjamin L. Hooks Memphis Job Corps Academy (Function 1921)**

Dr. Benjamin L. Hooks Job Corps Academy was a two-year choice innovative high school formed in conjunction with MINACT (Minorities in Action) and Memphis City Schools (Office of Innovative Schools).

Program/Budget Changes: The funding for this program was eliminated in the fiscal year 2011-12 development process.

Operating Budget

	2008-09 Actual	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
Salaries	\$ 446,439	\$ 568,177	\$ 463,650	\$ -	\$ -
Employee benefits	96,673	122,694	117,473	-	-
Professional services	5,043	67,382	67,356	-	-
Property maintenance services	751	-	-	-	-
Contracted services	80	-	327	-	-
Supplies & materials	34,222	28,892	21,251	-	-
Travel	84	268	952	-	-
Furniture & equipment	34,720	21,183	(1,079)	-	-
Other objects	60	-	-	-	-
Total	\$ 618,072	\$ 808,596	\$ 669,930	\$ -	\$ -
Staffing level	9.00	8.00	8.00	-	-

Innovative Schools (Function 1922)

The Division of Innovative Schools is a compilation of strategies and programs designed to provide appropriate alternative learning experiences for students whose behavior in the regular program has become disruptive, thereby preventing academic progress. The majority of these students are expelled for a period of at least one semester. These students are offered the opportunity to continue their education while on a suspension status opposed to being detached from the education process. While enrolled they also benefit from instructional services in core curriculum areas, selected vocational opportunities, individualized intervention plans, behavioral intervention, social and behavioral skill enhancement, and the development of coping and anger management skills. Intensive intervention, re-entry and academic follow-up services are also provided. Within each program behavioral adjustment techniques are utilized in order to provide sustained behavioral and academic improvement. Up to 1,400 students (seats) can be served within these (6) success (alternative) sites depending on student needs. The number served fluctuates depending on the needs of the students. Staff personnel are actively engaged in staff development activities and workshops to support program implementation. Additionally this funds a total of six alternative (success) schools, (4) MCS Prep Academies, and (2) Transition Schools that meet the needs of over-age learners at high risk of dropping out of school while providing for the expansion of existing alternative programs and the development of new programs as the need occurs.

Operating Budget

	2008-09 Actual	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
Salaries	\$ 6,711,706	\$ 7,018,491	\$ 6,108,406	\$ 4,239,729	\$ 4,239,765
Employee benefits	1,636,903	1,740,051	1,727,392	1,232,825	1,263,566
Professional services	1,825	37,267	4,217	10,170	10,170
Property maintenance services	20,745	36,772	22,917	36,660	36,660
Contracted services	15,833	176,416	287,252	5,819	5,819
Supplies & materials	493,422	250,951	203,794	152,722	152,722
Travel	2,904	12,513	4,705	10,000	11,303
Furniture & equipment	198,885	32,308	14,602	19,359	19,359
Other objects	-	159	2,500	-	-
Total	\$ 9,082,223	\$ 9,304,928	\$ 8,375,785	\$ 5,707,284	\$ 5,739,364
Staffing level	141.80	150.83	135.83	80.83	79.00

Goals, Objectives & Measures

Goal	Objective	Performance Measure	2010-11 Actual	2011-12 Estimated	2012-13 Proposed
1 - Student Achievement 5 - Safety & Discipline	Reduce the number of expelled students who do not attend innovative school/ program	10% decrease of students expelled that did not attend an innovative school (Transition, Success or MCS Prep)	Reduced from 620 students to 424 (31.6% decrease)	15% decrease	15% decrease
	To successfully transition students from incarcerated facilities or expelled students to a traditional school	Percent of students that transition to a traditional school and remain	Baseline Year 1734 students transitioned, 219 students returned (16 %)	50% decrease	50% decrease
	To expand capacity of Innovative School	Increase the number of seats for students K-12 in Innovative Schools	N/A	Increase by 250 seats	Increase by 250 seats
	Reduce the number of repeat expelled students for gang related offenses who attended an Innovative School	Percent of students expelled for gang related incidents that return to Innovative Schools	Baseline Year 399 students with gang offenses attended with 24 students returned (6%)	50% decrease	50% decrease

Pre-K – 16 Innovation (Function 1942)

The Office of PreK-16 Innovation is responsible for several District services that support students' preparation for high school graduation. This includes direct responsibility for budgeting and planning for two major transition points: PreK-3 Continuum in all elementary schools (which include previous allocations for K-3 in the Loop) and Freshman Academies in all traditional high schools. In addition, this office oversees the scheduling and coordination of high school graduations. Managing these programs of work require working with several advisory teams and other MCS departments where applicable. We guide the development of print materials for stakeholders and other communications which utilize multiple media sources to extend our reach to the general community. Our greatest responsibility is to work directly with elementary and high schools to ensure the aforementioned programs are successfully implemented to support academic achievement and improve graduation rates.

Program/Budget Changes: The funding for the Summer Transition program has been eliminated. The K-3 Looping program has been refreshed to form PreK-3 Continuum program. In addition, PM Schools have been transferred to Function 2275, Adult Education Support.

Operating Budget

	2008-09 Actual	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
Salaries	\$ 580,117	\$ 909,349	\$ 627,446	\$ 139,584	\$ 110,613
Employee benefits	93,417	141,193	104,447	25,938	32,730
Professional services	64,405	79,919	68,105	23,929	23,929
Property maintenance services	3,000	-	-	-	-
Contracted services	60,997	74,693	7,968	1,400	1,400
Supplies & materials	129,671	88,026	62,247	22,130	22,130
Travel	3,026	806	-	3,914	5,392
Furniture & equipment	-	4,426	-	4,320	4,320
Other objects	-	-	-	-	-
Total	\$ 934,633	\$ 1,298,412	\$ 870,213	\$ 221,215	\$ 200,514

Staffing level	-	4.00	2.00	2.00	2.00
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Goals, Objectives & Measures

Goal	Objective	Performance Measure	2010-11 Actual	2011-12 Estimated	2012-13 Proposed
To provide a transition program for students entering high school to ensure greater academic success and improved graduation rates	To create a nurturing school environment that addresses the social, emotional and academic needs of high school students	Create Freshman Academies where a team of teachers is responsible for the academic success of a group of students. Criteria for success: 1. Attendance 2. Behavioral data 3. Promotion data	27 high schools have a Freshman Academy	27 high schools have a Freshman Academy	
Prepare students to meet or exceed 3rd-grade, year-end learning expectations and social-emotional competencies	This program of work has 16 objectives focused on: 1. A Pathway to Learning 2. Quality Teaching 3. Supportive Classrooms 4. Family Engagement & Healthy Starts 5. Strategic Leadership	The office of Research, Evaluation Assessment has an evaluation plan to measure each of the 16 objectives at least annually	Expand looping to include PreK: 50 additional PreK-3 looping teachers will receive Responsive classroom PD and resources	50 additional PreK-3 looping teachers will receive Responsive classroom PD and resources	
Coordinate all high school graduation rehearsals and ceremonies	Ensure all graduation ceremonies follow district protocols	All ceremonies are completed safely, timely and follow district protocol	37 ceremonies	36 ceremonies	

High School Initiatives/Dual Enrollment (Function 1943)

Memphis City Schools' High School Initiatives/Dual Enrollment Office will provide assistance and support to schools that are redesigning into smaller learning communities, early colleges and career and themed academies. As part of the process, school leadership teams will participate in professional development activities that support their models for school improvement. High schools will increase their capacity to substantially redesign their schools to meet new standards and prepare students for careers and colleges; to improve student proficiency and increase the number of schools that make Adequately Yearly Progress; to use data to inform decision-makers and create a system of continuous feedback and improvement; and to sustain redesigned and subsequent improvements without assistance from State or private external technical assistance providers. Additional support will be provided by engaging community, college and business organizations in collaborative high school initiatives and restructuring designs.

Operating Budget

	2008-09 Actual	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
Salaries	\$ -	\$ -	\$ 83,366	\$ 128,483	\$ 134,944
Employee benefits	-	-	20,934	25,775	33,734
Professional services	-	-	20,636	12,048	12,048
Property maintenance services	-	-	-	-	-
Contracted services	-	-	39,067	54,117	54,117
Supplies & materials	-	-	53,053	20,000	20,000
Travel	-	-	640	-	-
Furniture & equipment	-	-	2,493	2,500	2,500
Other objects	-	-	-	-	-
Total	-	\$ -	\$ 220,189	\$ 242,923	\$ 257,343
Staffing level	-	-	2.00	2.00	2.00

Goals, Objectives & Measures

Goal	Objective	Performance Measure	2010-11 Actual	2011-12 Estimated	2012-13 Proposed
Dual Enrollment - To enhance the academic performance of all students through rigorous curriculum and instruction	To increase the number of students enrolled in college-level and articulated courses by 20% To increase the number of participating schools by 5% over the previous year	The number of students enrolled in college-level courses and the number of schools participating in dual enrollment	781 student 27 schools	937 students 28 schools	
The Early College Initiative (PreK-16) - To coordinate professional and technical assistance to Early Colleges/Middle Colleges, other external partners and intermediaries	To initiate, design and maintain continuous college partnerships that support District initiatives and other college and university collaboratives including Hollis F. Price Middle College and Middle College National Consortium	Review of MCS' MOU collaborative agreements, evaluation reports from NCREST (National Center for Restructuring Education, Schools and Teaching), implementation plans, Critical Friends Reports	Awarded a \$60,000 Early College Transition Grant	Awarded a \$100,000 Early College Transition Grant	

Professional Development & Staff In-Service (Function 1945)

The Division of Professional Development and Staff In-Service takes a comprehensive approach based on the three-year Comprehensive Professional Development Plan to improve the quality of education and academic achievement of all students. This plan provides system-wide, ongoing training for nearly 16,000 District employees, including central office staff, community stakeholders, Principals, Assistant Principals, Instructional Facilitators (School Based Coaches), Teachers, Para Educators, and other District support staff. These stakeholders are committed to eliminating the achievement gap and increasing the academic performance of our students.

The ultimate goal of the Division of Professional Development and Staff In-Service is to help the District achieve its strategic goals. The main purpose professional learning is to link individual objectives and organizational objectives together to bring about achievement of those individual goals and objectives that are critical and essential to the overall success of the District. Additionally, the Division of Professional Development and Staff In-Service engages in the necessary functions to develop skills of people to achieve their capability to satisfy their professional development plans and goals, as well as continuing to achieve the goals of the organization.

Legally Mandated/Required Curriculum: State required curriculum: Child abuse, Suicide Prevention and Professional Development on New State Curriculum

Operating Budget

	2008-09 Actual	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
Salaries	\$ 3,627,159	\$ 774,603	\$ 818,706	\$ 649,930	\$ 638,293
Employee benefits	810,587	164,218	181,742	161,485	172,619
Professional services	1,271,055	896,635	800,910	420,240	456,300
Property maintenance services	14,450	9,411	5,261	8,000	9,500
Contracted services	73,759	193,850	249,930	225,000	170,000
Supplies & materials	180,698	80,635	34,344	84,316	95,000
Travel	25,670	13,503	13,328	13,628	13,436
Furniture & equipment	26,043	4,034	13,256	11,688	17,636
Other objects	-	380	199	500	1,500
Total	\$ 6,029,421	\$ 2,137,269	\$ 2,117,676	\$ 1,574,787	\$ 1,574,284

Staffing level	-	10.00	10.00	8.00	8.00
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Goals, Objectives & Measures

Goal	Objective	Performance Measure	2010-11 Actual	2011-12 Estimated	2012-13 Proposed
2 - Accountability	Provide professional development for MCS Administrators, teachers and classified personnel through online training and development of Aspiring and Novice Administrators through the Executive Leadership Program.	The professional learning support to the District will be provided with 100% accuracy by all targeted class	100%	100%	100%

Academic Operations, Technology & Innovations (Function 2205)

The Academic Operations, Technology & Innovations Office supports the work of the Deputy Superintendent in providing comprehensive support services organized to promote successful learning for all students. The Office provides leadership and supervision for the Chief of School Operations and administrators across the District, as well as Curriculum and Instruction, the Professional Development & Staff In-Service and Student Support.

Operating Budget

	<u>2008-09 Actual</u>	<u>2009-10 Actual</u>	<u>2010-11 Actual</u>	<u>2011-12 Budget</u>	<u>2012-13 Budget</u>
Salaries	\$ 334,183	\$ 283,598	\$ 312,403	\$ 309,675	\$ 319,379
Employee benefits	72,532	50,052	61,397	59,896	63,487
Professional services	58,020	63,522	7,073	9,027	9,027
Property maintenance services	10,032	3,580	2,682	3,282	3,282
Contracted services	39,922	26,412	55,793	56,267	56,267
Supplies & materials	25,229	17,396	7,386	14,422	14,422
Travel	3,323	4,498	8,213	3,581	3,581
Furniture & equipment	5,277	1,775	22,255	9,201	9,201
Other objects	55	2,000	-	2,350	2,350
Total	<u><u>\$ 548,573</u></u>	<u><u>\$ 452,833</u></u>	<u><u>\$ 477,202</u></u>	<u><u>\$ 467,701</u></u>	<u><u>\$ 480,996</u></u>
Staffing level	3.00	2.00	3.00	3.00	3.00

Adolescent Parenting (Function 2217)

The Adolescent Parenting Program is a school for pregnant and parenting female students in Memphis City Schools. A coordinated academic and vocation curriculum is offered to meet state standards required for graduation, as well as provide the knowledge and skills needed to cope with the realities of parenting and adult living. The program has on-site support services which include a full time doctor, teen parenting classes, a child care center, social workers, weekly student enrichment period, and Even Start Program. Although our students are young parents, "Academic Achievement is Still Number One."

Operating Budget

	2008-09 Actual	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
Salaries	\$ 798,604	\$ 788,590	\$ 958,829	\$ 893,726	\$ 907,010
Employee benefits	192,713	192,916	275,588	265,517	285,616
Professional services	-	-	224	5,121	5,121
Property maintenance services	-	3,786	-	5,709	5,709
Contracted services	1,215	568	-	2,120	2,120
Supplies & materials	13,913	13,022	28,488	27,620	27,620
Travel	1,658	1,442	1,173	1,200	1,200
Furniture & equipment	889	860	3,322	9,310	9,310
Other objects	-	-	-	-	-
Total	\$ 1,008,992	\$ 1,001,184	\$ 1,267,624	\$ 1,210,323	\$ 1,243,706
Staffing level	14.60	15.00	23.00	21.00	21.00

Goals, Objectives & Measures

Goal	Objective	Performance Measure	2010-11 Actual	2011-12 Estimated	2012-13 Proposed
1 - Student Achievement	To ensure that at least 99% of APP students are proficient on Gateway English and Science tests	Spring Gateway Scores	100% proficiency on English fall Gateway test. No Biology tests were administered	100%	100%
	To ensure that at least 75% of APP students are proficient on Gateway math tests	Spring Gateway Scores	10% proficiency on Math fall Gateway test	75%	85%

Innovative & Charter Schools (Function 2543)

The Division of Innovative and Charter Schools provides system-wide leadership and instructional support to elementary, middle, and high schools for at-risk students that need a smaller learning environment to succeed. The following program areas are directly supported: MCS Charter School compliance, MCS Prep Academies, Adolescent Parenting Program, Success Schools, Alternative Schools, Student Transition Services (expelled and incarcerated youth), Choice Schools (Ida B. Wells Academy), and Hope Academy (Juvenile Education Program). These are a compilation of strategies/initiatives and programs designed to provide appropriate innovative learning experiences for at-risk students. Support staff included in this function is actively engaged in duties and responsibilities that will provide a successful operation of all functions maintained under Innovative and Charter Schools.

Operating Budget

	2008-09 Actual	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
Salaries	\$ -	\$ 450,394	\$ 594,543	\$ 570,159	\$ 590,431
Employee benefits	-	110,467	152,588	138,270	148,317
Professional services	-	-	-	-	-
Property maintenance services	-	335	5,420	8,000	8,000
Contracted services	-	-	-	-	-
Supplies & materials	-	23,493	34,895	59,553	59,553
Travel	-	-	-	750	750
Furniture & equipment	-	4,649	4,945	3,000	3,000
Other objects	-	-	-	-	-
Total	\$ -	\$ 589,338	\$ 792,391	\$ 779,732	\$ 810,051
Staffing level	-	7.00	9.00	8.00	8.00

Goals, Objectives & Measures

Goal	Objective	Performance Measure	2010-11 Actual	2011-12 Estimated	2012-13 Proposed
1 - Student Achievement	Reduce the number of expelled students who do not attend innovative school/program	10% decrease of students expelled that did not attend an innovative school (Transition, Success or MCS Prep)	Reduced from 620 students to 424 (31.6% decrease)	15% decrease	15% decrease
5 - Safety & Discipline	To successfully transition students from incarcerated facilities or expelled students to a traditional school	Percent of students that transition to a traditional school and remain	Baseline Year 1734 students transitioned, 219 students returned (16 %)	50% decrease	50% decrease
	To expand capacity of Innovative School	Increase the number of seats for students K-12 in Innovative Schools	N/A	N/A	Increase by 250 seats
	Reduce the number of repeat expelled students for gang related offenses who attended an Innovative School	Percent of students expelled for gang related incidents that return to Innovative Schools	Baseline Year 399 students with gang offenses attended with 24 students returned (6%)	50% decrease	50% decrease

CURRICULUM AND INSTRUCTION

Linda Kennard, Ed. D., Executive Director

MISSION STATEMENT:

The Department of Curriculum and Instruction is responsible for providing an aligned Common Core Standards curriculum framework for teachers and students, as well as the tools necessary to ensure equitable access to rigorous academics throughout Memphis City Schools. This includes establishing and pacing the essential knowledge and skills which students must attain as a result of their education in MCS; articulating the quality of work necessary for students to be proficient or advanced in given academic subjects; providing guidance for the development of quality teaching and learning experiences; and providing examples of the kinds of performances used to assess student progress toward standards.

STRATEGIC GOALS:

The Strategic Goals of the Department of Curriculum & Instruction are at the heart of the MCS' Goal 1: Student Achievement. The department is responsible for aligning all curriculum, instruction and assessment with state/Common Core State Standards, developing curriculum documents that inform parents and guide the planning and delivery of classroom instruction, promoting research-based instructional practices for use in classrooms, and providing guidance on the selection of print, instructional and electronic resources. In addition, C&I responds to assessment data by providing guidance on interventions and implementation of initiatives designed to address the needs of struggling students, as well as those who require enrichment.

ISSUES AND TRENDS:

The need for increased use of project-based tasks and activities that serve to make learning relevant and engaging in a connected, integrated, and cross-curricular manner is imperative to higher student achievement. Further enhancement of MCS Instructional Maps that respond to Common Core State Standards and the development of project-based work that embodies these challenging standards is central to this work. Greater support in curriculum for the integration of technology will continue in order that all MCS classrooms model the expectations of a 21st century classroom.

FISCAL YEAR 2011-12 PERFORMANCE HIGHLIGHTS:

Curriculum and Instruction revised all curriculum documents for every content area and every grade in 2011-2012. Common Core State Standards were embedded in the K-3 curriculum, and in Common Core Writing and Mathematical Practices throughout grades K-12. School Curriculum Audits were conducted and informed quarterly revisions of Instructional Maps. The C&I webpage provided electronic access to course scope and sequences, course outlines, pacing guides, *Parent Guides to the Curriculum* to all stakeholders. The M² Initiative for advanced 6th- 8th grade mathematics students, the Memphis Literacy Corps for Overage for Grade 3rd, 4th, and 5th graders, Stanford Math, TCAP Writing Folio for 5th, 8th, and 11th grade students, Headsprout Early Reading/Reading Comprehension, Reading Plus and other interventions were implemented by this department. New digital science labs were instituted and the African-American History Institute was successful in its third year. Standards-Based Grading and Reporting Protocol continued throughout PreK, K, 1st, 2nd grade and were extended to 3rd grade. The third year of ArtsFest and ThinkShow/Capstone projects showcased higher levels of student performance and products than previously rendered. Elementary intramurals were launched in 2011-2012.

FISCAL YEAR 2012-13 BUDGET HIGHLIGHTS:

The fiscal year 2012-13 budget is a continuation of the previous year's budget.

World Languages (Function 1131)

The World Languages Program was restructured in 2005-2006 to include middle schools. The program enables middle school students to attend 90 days in the seventh grade and at least 90 days in eighth grade. The goal for middle school world language classes is to offer 180-day eighth grade courses that will allow students to place into Spanish II/French II in the high schools. The middle school programs will make AP courses more attainable and the students' experiences in this course more successful based on the increased contact hours in the subject.

In the spring of 2009 the elementary program was realigned to meet national guidelines for elementary programs. These programs are proficiency based; designed to strategically build the linguistic competence through daily instruction in a world language in K-12 continuums. Each region offers a K-12 Spanish continuum and through FLAP grants each region will offer a less commonly taught continuum by 2012. All of the programs follow a standards-based curriculum that was developed locally and offers hands-on, active lessons that incorporate culture. This program focuses on strong vertical teams (K-12) that enable students to develop the background necessary to be lifelong language learners and competitive participants in the global market.

Legally Mandated/Required Curriculum: Yes

Legal Reference or Statute: TN Diploma Projects

Program/Budget Changes: The district percent of World Language teachers with fewer than 5 years experience is 57%. 45 new teachers were hired in 2009-2011. There is a dire need to increase support of these new teachers, in addition to struggling teachers, district wide to ensure student achievement.

Operating Budget

	2008-09 Actual	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
Salaries	\$ 1,889,379	\$ 1,921,038	\$ 2,244,848	\$ 2,167,961	\$ 2,219,356
Employee benefits	429,711	446,646	602,593	548,959	561,922
Professional services	147,454	3,583	11,994	117,000	151,500
Property maintenance services	-	-	-	-	-
Contracted services	568	239	1,255	2,850	2,850
Supplies & materials	69,879	23,283	39,996	44,400	40,400
Travel	8,552	3,191	2,407	10,400	10,400
Furniture & equipment	246,385	9,878	31,814	42,970	22,750
Other objects	-	-	-	-	-
Total	\$ 2,791,928	\$ 2,407,858	\$ 2,934,907	\$ 2,934,540	\$ 3,009,178
Staffing level	38.00	38.00	55.00	46.00	46.00

Goals, Objectives & Measures

Goal	Objective	Performance Measure	2010-11 Actual	2011-12 Estimated	2012-13 Proposed
To maintain strong feeder patterns in world language in each region advancing student access to building advanced linguistic proficiency in another language (1 - Student Achievement & 6 - Diversity)	Offer a minimum of 2.5 hours of instruction in the target language to elementary students (meeting no less than 4 times weekly) in each regional K-12 vertical team.	Percent of elementary schools offering 2.5 hours of instruction to all students in no less than 4 meetings a week.	70%	100%	

Elementary Art and Music (Function 1132)

The Memphis City Schools Orff Music Program, one of the largest of its kind in the United States, develops elementary students' ability to perform, to create, and to listen to music with understanding. Using the Orff approach to music education, this program actively involves students in singing, moving, playing instruments, reading, creating and problem-solving. Kinesthetic and aural experiences precede the use of notational symbols. Quality folk material and composed music reinforce transmission of America's cultural heritage while developing understanding of other cultures. Experiences with the essential elements of music – rhythm, melody, harmony, form and expressive qualities – develop concepts and skills in grades K–6 in line with the Tennessee Department of Education's Fine Arts Standards for General Music. This program also provides opportunities for integration of musical experiences with other subject areas, for collaborating and cooperating with other students, and for demonstrating learning to stakeholders in the community through performances.

Elementary Visual Art in the Memphis City Schools is a discipline that includes production, art history/culture, criticism and aesthetics. In grades K-2, the program is sequenced by art elements and principles. Grades 3-8 study the concepts of shape to form, design, and illusion of form and space. Students create and evaluate art through the practices of media and techniques, art production, integrated coursework and technology.

Through self-evaluation of authentic art production, students develop problem-solving ability and higher order thinking skills. Students recognize and understand historical and cultural relationships to visual art. Students develop an understanding of and appreciation for the aesthetic, personal and emotional aspects of art. This promotes a sense of confidence, community and academic reinforcement.

Legally Mandated/Required Curriculum: Yes

Legal Reference or Statute: TCA §49-6-1025

Operating Budget

	<u>2008-09 Actual</u>	<u>2009-10 Actual</u>	<u>2010-11 Actual</u>	<u>2011-12 Budget</u>	<u>2012-13 Budget</u>
Salaries	\$ 10,965,316	\$ 11,417,854	\$ 11,714,241	\$ 11,877,835	\$ 11,703,777
Employee benefits	2,696,948	2,710,877	3,238,843	3,146,994	3,333,452
Professional services	88,617	63,392	90,845	101,300	104,250
Property maintenance services	-	-	-	-	-
Contracted services	9,520	10,714	8,231	10,500	10,500
Supplies & materials	103,417	95,344	135,371	106,775	103,125
Travel	8,053	12,462	5,167	8,500	8,500
Furniture & equipment	90,794	55,595	64,923	47,550	47,250
Other objects	-	-	-	-	-
Total	<u>\$ 13,962,665</u>	<u>\$ 14,366,238</u>	<u>\$ 15,257,621</u>	<u>\$ 15,299,454</u>	<u>\$ 15,310,854</u>
Staffing level	235.00	235.00	232.50	227.50	222.50

Elementary Art and Music (Function 1132) (concl'd)

Goals, Objectives & Measures

Goal	Objective	Performance Measure	2010-11 Actual	2011-12 Estimated	2012-13 Proposed
Goal #1: Student Achievement	To provide specialized instruction based on the national music standards as articulated in the MCS Orff Music curriculum.	Student performances reflect skills and attainment of benchmarks stated in the MCS Orff Music curriculum.	85%	90%	95%
	To provide instructional support through, mentoring, workshops, and PLC's to implement the MCS Orff Music curriculum	The Orff Music Program offers at least 25 workshop and mentoring sessions for instructional support and curriculum implementation.	100%	100%	100%
	To provide understanding and skill that focus on the study of the history, culture, aesthetics, and processes of the arts	Student portfolios reflect attainment of skills and benchmarks stated in the arts curricula.	85%	90%	95%

Elementary Physical Education (Function 1133)

The Health, Physical Education and Lifetime Wellness Program was restructured in 2005-2006 to re-establish classes at the elementary level. The program enables elementary students to participate in daily instruction during their support periods as well as providing intramural opportunities before and after school. Unlike elementary, middle school students are scheduled into 90 day classes in the seventh grade and eighth grade and consecutive 45 day classes for sixth grade. Physical Education classes at the middle school level provide students with a minimum of 55-minutes per day. Similar to elementary, middle school students are encouraged to participate in after school intramural competition designed for skill development demonstration. Prior to 2009, high school Physical Education programs consisted primarily of the required 180 days of Lifetime Wellness with the offering of Fitness, Advanced Individual and Team Sports as course electives. The goal for high school Health, Physical Education and Lifetime Wellness curriculum is to offer a program of study that will allow students to choose from dual credit college hours, accredited hours toward a related certification, or enhanced knowledge in physical, health, and safety development.

In the spring of 2009 the Health, Physical Education and Lifetime Wellness program was realigned to meet national guidelines for elementary, middle and high school programs. These programs are proficiency and skills based; designed to strategically build the health and physically related competence through daily instruction. Beginning with the 2011-2012 school year, the District began its implementation process of the Michigan Model® Health Curriculum for grades 4-8. Lifetime Wellness and Health based content focuses on 1) Environmental and Community Health, 2) Behaviors and Risks, 3) Health Related Information, 4)Health Advocacy, 5)Family Life, 6) Growth and Development, 7) Personal Health and Wellness, 8)Safety and First Aid, 9) Alcohol and Drug Prevention, and 10) Mental Emotional Health. Content knowledge for Physical Education focuses on 1) Fitness, 2) Movement Concepts, 3)Individual and Team Sports, 4)Physical Activity, and 5) Personal and Social Responsibility. Curriculum content is creatively developed to provide a PreK-12 continuum which establishes a foundation for becoming lifelong healthy learners and successfully competitive participants.

Legally Mandated/Required Curriculum: Yes

Legal Reference or Statute: TN Diploma Project, 90 minutes per week of physical activity,(K-12), TDOE mandate that Health be taught in grades K-8, TDOE recommendation the Michigan Model Family Life Curriculum for grades 2-9

Operating Budget

	2008-09 Actual	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
Salaries	\$ 5,927,679	\$ 6,110,215	\$ 6,322,199	\$ 6,592,191	\$ 6,699,426
Employee benefits	1,456,280	1,520,940	1,783,821	1,813,052	1,956,100
Professional services	10,127	25,340	10,746	55,862	6,000
Property maintenance services	-	-	-	-	-
Contracted services	1,041	1,802	-	2,414	5,500
Supplies & materials	25,393	13,389	12,404	27,000	28,000
Travel	3,459	4,733	(7)	7,460	5,060
Furniture & equipment	80,444	23,335	24,078	26,741	47,169
Other objects	-	-	-	-	-
Total	\$ 7,504,423	\$ 7,699,754	\$ 8,153,241	\$ 8,524,720	\$ 8,747,255
Staffing level	114.00	114.00	119.00	119.00	119.00

Elementary Physical Education (Function 1133) (concl'd)

Goals, Objectives & Measures

Goal	Objective	Performance Measure	2010-11 Actual	2011-12 Estimated	2012-13 Proposed
HPELW will provide students 90 minutes of physical activity per week. (#1 Student Achievement)	Meet TDOE mandates of physical activity per-weekly by enhancing the intramurals program at every PreK-8 school.	PerPercent of elementary and middle schools offering additional intramural activities per week.	0%	80%	100%
To increase access to and the Michigan Family Life Model (#1 Student Achievement	Implement the Michigan Model Family Life Curriculum in grades 2 & 3	Percent of elementary schools offering the Michigan Family Life Model with fidelity.	0%	90%	100%
To ensure curriculum accountability and implement and formative assessments. (#2 Accountability)	Identify student proficiency at benchmark years 3, 5, 8 and 9 by using PEP, President's Challenge and e-learning.	Percent of students meeting local & national benchmarks.	Resources not available	Resources not available	90%

String Music Education Program (Function 1134)

Strings classes begin in the mid elementary grades in Striving Schools and the upper grades in other elementary schools with students receiving instruction two days per week. Daily instruction for credit is offered in the middle and high schools that are vertically aligned and closely associated with the feeder elementary schools. Orchestra classes are taught by itinerant teachers, all of which are licensed Instrumental Music Educators. Strings teachers are assigned to multiple programs, most visiting from three to seven different schools in the course of a week. Full orchestra experience is expected in secondary schools in conjunction with their concert band programs. Honors credit for performing ensemble classes is widely available throughout the district. The curriculum is aligned with state/national standards and adopted textbooks and addresses all facets of music literacy and instrumental performance. The performance experience includes large group, small group, and individual assessment in a variety of venues by participation in local, regional, and national adjudicated assessment/festival events. The strings program is supported by musical instruments, and other supplies that have been funded by the district and VH-1 Save The Music Foundation. Teachers are members of the West Tennessee School Band and Orchestra Association (WTSBOA), the Tennessee Music Educators Association (TMEA), and the National Association for Music Education (MENC). WTSBOA sponsored events are high on the district's priority list for ongoing assessment during the each school year. The strings program in Memphis City Schools is designed so that students experience a broad range of musical styles. Opportunities to work with guest artists and conductors are available through annual All-City Orchestra Festivals; regional honors orchestra clinics, and extended year activities. School visits, master classes, open rehearsals, and ticket subsidies are regularly sponsored by local arts organizations. Many students also participate in private lesson programs, youth orchestras, community orchestras, and church orchestras throughout the Greater Memphis area. Integrated interdisciplinary content is embedded in the MCS strings curricula, pointing toward the important role of the arts in nurturing the creative process. The MCS strings program aligns with research that shows that students engaged in high quality music programs for a sustained number of years have significantly higher graduation rates, and are better prepared to enter a workforce that requires higher critical thinking skills.

Legally Mandated/Required Curriculum: YES

Legal Reference or Statute: TCA §49-6-1025 and TN state graduation requirements of 1 fine arts credit

Operating Budget

	2008-09 Actual	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
Salaries	\$ 729,222	\$ 688,055	\$ 777,188	\$ 859,024	\$ 847,938
Employee benefits	170,873	161,321	216,108	240,347	243,000
Professional services	3,480	7,040	5,650	7,650	4,050
Property maintenance services	-	-	-	-	-
Contracted services	522	430	-	-	2,500
Supplies & materials	11,285	7,880	5,506	6,000	7,187
Travel	7,501	7,904	11,302	9,873	9,786
Furniture & equipment	-	-	-	-	-
Other objects	-	-	-	-	-
Total	\$ 922,883	\$ 872,630	\$ 1,015,754	\$ 1,122,894	\$ 1,114,461
Staffing level	12.00	13.00	14.00	15.00	15.00

String Music Education Program (Function 1134) (concl'd)

Goals, Objectives & Measures

Goal	Objective	Performance Measure	2010-11 Actual	2011-12 Estimated	2012-13 Proposed
1 - Student Achievement 6 - Diversity	To develop and maintain strong feeder patterns in string music in each region, advancing student access.	Establishment of a minimum of two vertical teams of feeder schools in each region	80%	90%	100%
1 - Student Achievement	Provide string programs for all elementary schools	Increase number of schools served	49%	55%	100%
1 - Student Achievement	Provide materials and equipment that support curriculum implementation and assessment.	Participation and gain growth in ratings in assessment events (individual, Small group, and Large Group)	33%	50%	70%

Mathematics Improvement Project (Function 1135)

The objective of the Office of Mathematics in the Division of Curriculum and Instruction is to provide a PreK-12 Mathematics Curriculum that is coherent, aligns with the framework of important mathematics that is set forth by the TN Department of Education and the Common Core State Standards for Mathematics, and is well articulated across the grades. This curriculum is reviewed and revised on an ongoing basis in order to:

- 1) Accelerate the academic performance of all students in mathematics and help them build confidence in their own mathematical abilities
- 2) Enable all students to understand, communicate, appreciate and use mathematics as a tool in everyday situations in a diverse and technical society and
- 3) Develop students' skills and strategies necessary to be mathematically literate in order to become a productive citizen capable of success in any/all post-secondary opportunities.

Legally Mandated/Required Curriculum: Yes, TN Department of Education: Minimum requirements for the approval of public schools chapter 0520-1-3 Rule 0520-1-3-.05, (6)b Mathematics

Program/Budget Changes: Implementation of the Common Core State Standards in Mathematics, addition of 15% of final grade in grades 3-8 will come from TCAP Assessment, End-of-Course test scores in Algebra I and Algebra II will comprise 25% of the second semester grade for students, Reinstatement of the "If I Had a Hammer" program in grade 5 and addition to grades 3 and 4.

Operating Budget

	2008-09 Actual	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
Salaries	\$ 411,595	\$ 461,434	\$ 439,181	\$ 571,896	\$ 484,125
Employee benefits	85,537	78,573	87,570	46,202	98,351
Professional services	205,241	148,400	129,888	693,048	745,000
Property maintenance services	212	-	-	-	-
Contracted services	39,431	60,111	34,673	125,825	49,000
Supplies & materials	997,198	361,715	514,133	405,150	246,089
Travel	33,175	33,899	21,482	8,000	8,000
Furniture & equipment	2,830	3,924	13,872	167,816	2,000
Other objects	-	-	-	-	-
Total	\$ 1,775,219	\$ 1,148,056	\$ 1,240,799	\$ 2,017,937	\$ 1,632,565
Staffing level	4.00	2.00	2.00	2.00	2.00

Goals, Objectives & Measures

Goal	Objective	Performance Measure	2010-11 Actual	2011-12 Estimated	2012-13 Proposed
1 - Student Achievement	Increase the percentage of students scoring Proficient and Advanced on the Mathematics section of TCAP.	Percentage of students performing in the Proficient and Advanced categories on TCAP will increase.	Grade 3 - 29% Grade 4 - 20% Grade 5 - 29% Grade 6 - 17% Grade 7 - 19% Grade 8 - 14%	Grade 3 - 35% Grade 4 - 26% Grade 5 - 33% Grade 6 - 23% Grade 7 - 25% Grade 8 - 20%	Grade 3 - 40% Grade 4 - 31% Grade 5 - 38% Grade 6 - 28% Grade 7 - 30% Grade 8 - 25%
	Increase the percentage of students scoring Proficient and Advanced on the End-of-Course test in Algebra I.	Percentage of students performing in the Proficient and Advanced categories on the Algebra I End-of-Course test will increase.	40%	45%	50%
	Meet or exceed the 7th grade TCAP Mathematics % proficient established by TDOE in Race to the Top Goals	Percentage of students scoring Proficient and Advanced on the 7th grade Mathematics TCAP	19%	25%	30%

Social Studies (Function 1144)

The Office of Social Studies is responsible for coordinating K - 12 Social Studies instruction and classroom practice by providing a rigorous, accessible curriculum, keeping the curriculum current and research-based, and reflecting the alignment of Literacy & Writing Common Core Standards in classroom practice. It is the mission of the Social Studies Office to provide teachers with curricula and instructional materials that will prepare students to identify their sense of "self" and to become competent/productive citizens in their community with a consciousness of their city, their state, the nation, and the international community.

Operating Budget

	2008-09 Actual	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
Salaries	\$ -	\$ -	\$ -	\$ -	\$ -
Employee benefits	-	-	-	-	-
Professional services	-	-	-	-	10,500
Property maintenance services	-	-	-	-	-
Contracted services	-	-	-	-	-
Supplies & materials	-	-	-	-	377,950
Travel	-	-	-	-	-
Furniture & equipment	-	-	-	-	-
Other objects	-	-	-	-	-
Total	\$ -	\$ -	\$ -	\$ -	\$ 388,450
Staffing level	-	2.00	0.00	0.00	0.00

Goals, Objectives & Measures

Goal	Objective	Performance Measure	2010-11 Actual	2011-12 Estimated	2012-13 Proposed
Academic Achievement is our number one Goal	Our goal is to increase student achievement in the area of Social Studies by at least at 20%	Increasing the number of Proficient scores on TCAP	85%	90%	95%
Increase the use of technology in the area of Social Studies on all grade levels.	Our goal is to increase the use of online resources to keep up with the latest trends in the world	Teachers, students and administrators will become familiar with social studies resources and usage will increase	0	75,000 downloads	over 100,000 downloads
Academic Achievement is our number one Goal	Our goal is to increase the use of updated instructional materials so students have a better chance of achieving success.	Increasing the number of Proficient scores on TCAP	85%	90%	95%

Science Improvement Project (Function 1145)

The Science Program fosters an environment where students and teachers work collaboratively to expand knowledge in the discipline of science. The program seeks to provide all students with a science foundation that is appropriate to their career goals and with knowledge and skills that will allow them to function as responsible and contributing members of society. The science program is committed to providing: a climate that encourages teachers and students to work together; academic programs that meet the evolving needs of students; a learning community that ensures students of varying age, ethnicity, culture and socio-economic status are well served; an environment for critical inquiry and learning; and facilities and technology that support the learning environment.

Legally Mandated/Required Curriculum: Yes

Legal Reference or Statute: Rules of the State Board of Education 0520-01-03-05(c)

Program / Budget Changes: Curriculum revisions

Operating Budget

	2008-09 Actual	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
Salaries	\$ 87,101	\$ 149,694	\$ 122,757	\$ 153,475	\$ 164,830
Employee benefits	12,650	33,851	32,694	32,056	37,589
Professional services	172,321	14,175	60,308	23,400	10,000
Property maintenance services	-	-	-	713	713
Contracted services	35,612	2,916	170	6,500	7,000
Supplies & materials	860,677	820,408	9,408	28,600	65,000
Travel	-	2,352	5,934	15,000	15,000
Furniture & equipment	-	1,385	5,629	293,101	148,000
Other objects	-	-	-	-	-
Total	\$ 1,168,361	\$ 1,024,781	\$ 236,900	\$ 552,845	\$ 448,132
Staffing level	-	2.00	2.00	2.00	2.00

Goals, Objectives & Measures

Goal	Objective	Performance Measure	2010-11 Actual	2011-12 Estimated	2012-13 Proposed
Student Achievement - Increase the number of proficient and advanced students on TCAP and EOC tests.	To align MCS curriculum with the state standards, next generation of science standards and common core state standards.	Number of proficient and advanced students increases	85%	90%	100%
Increase the number of advance placement teachers in science.	Provide training in science content courses to increase content knowledge of science teachers.	The number of students taking advanced courses and are proficient increases.	5	TBD	TBD
Increase digital technology in science classrooms and labs.	Provide up to date technology in all science labs	All digital labs installed, operational, and teachers trained	90%	100%	100%

Band/Strings/Choral Program (Function 1152)



Memphis is nationally recognized as one of the premiere urban Districts for music education. (Source- NAMM/American Music Conference, President's Commission on the Arts and Humanities). Approximately 70% of MCS Students are enrolled in music courses. MCS students are awarded millions of dollars annually in music scholarships.

The choral program is designed so that students experience a broad range of musical styles in classes and in performances. The middle school choir program starts with Beginning Choir building on the singing experiences from elementary Orff Music. Intermediate Choir and Performing Choir levels follow which model the Tennessee Student Performance Indicators. During this time most students will have the opportunity to participate in the All-Southwest Middle/Junior School Honor Choir each year, vocal solo & ensemble and choir festivals. The secondary Choral program provides numerous opportunities for performance, competitions and additional assessments. Many schools add specialty choirs in high school such as Swing/Show Choir, Jazz Choir, and Chamber Singers. High school students focus on moving from the intermediate Tennessee GLEs (Grade Level Expectations) to meeting the proficient level. Chamber and Honor Choirs should be working on mastering the advanced GLEs.

Band begins in the sixth grade (with the exception of Robert R. Church, Delano and Kate Bond Elementary Schools VH-1 Save The Music programs) after students have completed an extensive Orff Music training at the elementary school level. Students are offered a middle school performing band experience to include concert band, jazz band, and in some cases an introductory marching experience. The high school instrumental music experience includes several levels of concert band, jazz band, and athletic and marching bands which perform at school sports events. The curriculum is in line with national standards and addresses all facets of instrumental performance and performance preparation. The performance experience includes assessment in all venues by participation in regional adjudicated festivals.

Band/Strings/Choral Program (Function 1152) (concl'd)

The Memphis City Schools' instrumental/vocal music and dance experience is supported by equipment and supplies funded by the district, as well as the district's own music education and repair maintenance department. Of the many award winning music & dance programs, some have performed in national venues such as the Midwest Band and Orchestra Clinic, the Macy's Thanksgiving Day Parade, the Rose Bowl and regional MENC and The Tennessee Music Educators Conference. Integrated interdisciplinary content is embedded in all MCS music curricula, pointing toward the important role of the arts in nurturing the creative process. The MCS music program aligns with research that shows that students engaged in high quality music programs have significantly higher graduation rates, and are better prepared to enter a workforce that requires higher critical thinking skills.

Legally Mandated/Required Curriculum: Yes

Legal Reference or Statute: TCA §49-6-1025 and TN State Board of Education Rule 0520-01-03.05

Operating Budget

	2008-09 Actual	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
Salaries	\$ -	\$ -	\$ -	\$ -	\$ -
Employee benefits	-	-	-	-	-
Professional services	-	-	-	-	-
Property maintenance services	-	5,000	4,926	8,000	29,430
Contracted services	-	-	-	-	-
Supplies & materials	-	95,179	96,842	57,000	95,000
Travel	-	-	-	-	-
Furniture & equipment	-	480,653	475,813	811,564	773,564
Other objects	-	-	-	-	-
Total	\$ -	\$ 580,832	\$ 577,581	\$ 876,564	\$ 897,994
Staffing level	-	-	-	-	-

Goals, Objectives & Measures

Goal	Objective	Performance Measure	2010-11 Actual	2011-12 Estimated	2012-13 Proposed
1 - Student Achievement	Provide materials and equipment that supports curriculum implementation and assessment.	Participation and greater gain scores in assessment events (individual, small group, and large group)	33%	50%	70%
2 - Accountability	Provide coordination/supervision of MCS policy and protocol that ensures safe and efficient districtwide management of all musical equipment	Increased availability of properly maintained music instruments and decrease in security issues.	YES	YES	YES
5 - Safety & Discipline	Provide secure storage equipment and safe acoustical environments for students and teachers.	Install proper equipment and acoustic treatment in 5% of schools yearly, with district completion in a ten year cycle.	5%	10%	15%

Project-Based Learning (Function 1154)

Project based learning, culminating in a District-wide student exhibition called ThinkShow!, is an integral part of Common Core implementation. To create a learning environment in which all students have the opportunity to develop their analytical, practical and creative talents, teachers will guide each student in MCS in developing projects, through project based learning, to be showcased in a spring ThinkShow! at each MCS school site. Community members will be recruited and trained to serve as jurors to evaluate student work on ThinkShow! day and may serve as project mentors to lend their expertise to students. Throughout the school year, professional development in the philosophy and instructional strategies of project based learning will be provided to teachers, instructional facilitators, assistant principals and principals. Project based learning in MCS has been expanded to include the student development of Capstone projects at the exit grades of 5th, 8th, and 12th. The capstone experience at grades 5 and 8 will build the background for students who will then be expected to present an individual capstone project as part of the new graduation requirements (class of 2013) based on recommendations of the Tennessee Diploma Project and delineated by MCS board policy.

Legally Mandated/Required Curriculum: No, but local boards of education are encouraged to consider requirements for students to complete a Capstone experience as part of their graduation requirements and MCS has added completion of a capstone experience to its board policy

Legal Reference or Statute: Rule 0520-1-3-.06 (2); MCS Board Policy 4.605

Operating Budget

	<u>2008-09 Actual</u>	<u>2009-10 Actual</u>	<u>2010-11 Actual</u>	<u>2011-12 Budget</u>	<u>2012-13 Budget</u>
Salaries	\$ 276,910	\$ 252,886	\$ 223,966	\$ 222,664	\$ 148,637
Employee benefits	53,223	49,440	51,407	51,197	44,380
Professional services	155,529	163,469	178,867	5,100	-
Property maintenance services	1,480	9,080	(5,345)	6,120	-
Contracted services	69,690	58,417	55,737	22,080	6,237
Supplies & materials	237,858	105,130	114,145	261,570	42,400
Travel	32	-	5,411	-	-
Furniture & equipment	-	37,032	4,884	4,000	-
Other objects	-	-	-	-	-
Total	<u>\$ 794,722</u>	<u>\$ 675,454</u>	<u>\$ 629,072</u>	<u>\$ 572,731</u>	<u>\$ 241,654</u>
Staffing level	3.00	3.00	2.00	2.00	2.00

Project-Based Learning (Function 1154) (concl'd)

Goals, Objectives & Measures

Goal	Objective	Performance Measure	2010-11 Actual	2011-12 Estimated	2012-13 Proposed
1 - Academic Achievement 3 - Parent/Community Involvement					
To increase the rigor of our students' instruction through project based learning	To have all MCS schools participate in a fall and spring ThinkShow! where students will showcase their projects created through rigorous project based learning	Percent of participation fall and percent of participation spring	Fall 95% Spring 95.7%	Spring 96%	Spring 97%
To increase community participation in our local schools	To recruit community members to serve as jurors for the fall and spring ThinkShow!	Number of community jurors who participate	Fall/Spring Unique Jurors 10,212	Spring Unique Jurors 10,300	Spring Unique Jurors 10,400
To increase the rigor of our students' instruction through completion of a Capstone experience	To have all MCS exit grade students complete a Capstone project that requires in-depth, age appropriate research.	Percent of exit grade students completing a Capstone project	12 th grade-81% 8th grade-N/A 5th grade-N/A	12 th grade-100% 8th grade-100% 5th grade-100%	12 th grade-100% 8th grade- 100% 5th grade- 100%

Library and Media Services (Function 1520)

The School Library and Media Services site-based budget provides professional Library Information Specialists who provide instruction to students in the use of media, technology, and research and reference skills. Library Information Specialists work with teachers in planning and integrating resources into the teaching and learning process. Library Information Specialists are also instrumental in providing reading motivation and enrichment activities for students. Library Information Specialists positions are funded largely by the state as part of the Basic Education Program. Memphis City Schools' librarians are assigned to meet the current staffing formula - one librarian for each school and a second librarian for schools with 1,050+ students.

Legally Mandated/Required Curriculum: Yes

Legal Reference or Statute: Rules of the State Board of Education, Chapter 0520-1-3 (Rule 0520-1-3-.07, continued)

Program Budget/Changes: Three Librarian positions were eliminated due to the closure of three elementary schools: Georgia Avenue, Graceland, and Lakeview. Otherwise, staffing is based upon Board approved formula.

Operating Budget

	2008-09 Actual	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
Salaries	\$ 10,923,079	\$ 11,051,819	\$ 11,191,729	\$ 11,284,936	\$ 11,233,816
Employee benefits	2,431,953	2,457,351	2,906,203	2,925,186	3,106,340
Professional services	-	-	-	-	-
Property maintenance services	2,571	1,286	-	-	-
Contracted services	4	30	-	1,027	1,027
Supplies & materials	547,436	459,204	509,085	678,808	723,103
Travel	-	-	-	-	-
Furniture & equipment	10,223	13,719	21,482	23,793	23,793
Other objects	-	-	-	-	-
Total	\$ 13,915,266	\$ 13,983,409	\$ 14,628,499	\$ 14,913,750	\$ 15,088,079
Staffing level	190.00	190.00	183.00	182.50	183.00

Goals, Objectives & Measures

Goal	Objective	Performance Measure	2010-11 Actual	2011-12 Estimated	2012-13 Proposed
Meet current staffing requirements	One librarian for each school and a second librarian for schools with 1,050+ students.	Staffing is fully allocated to meet State and SACS requirements.	100%	100%	100%
Meet and/or exceed State and SACS requirements for library collections.	Provide sufficient funding to maintain up-to-date materials that reflect the instructional needs and interests of users.	Funding is allocated to meet and/or exceed State and SACS requirements.	100%	100%	100%

Planetarium (Function 1910)

Craigmont Planetarium offered curriculum-referenced multimedia instruction to Memphis area public and private schools and provided events and programs for the community. Introductory, concurrent and summary instructional lessons were available for individual grades K-8. Laboratory experiences and multidisciplinary presentations of topical or seasonal interest were offered to secondary students, grades 7-12. These programs correlated with space science and astronomy concepts in the District's science curriculum. The Planetarium offered these services free to Memphis City Schools.

Program/Budget Changes: This program was discontinued in fiscal year 2010-11.

Operating Budget

	<u>2008-09 Actual</u>	<u>2009-10 Actual</u>	<u>2010-11 Actual</u>	<u>2011-12 Budget</u>	<u>2012-13 Budget</u>
Salaries	\$ 65,818	\$ 67,690	\$ -	\$ -	\$ -
Employee benefits	13,213	13,508	-	-	-
Professional services	-	-	-	-	-
Property maintenance services	-	-	-	-	-
Contracted services	-	-	-	-	-
Supplies & materials	394	215	-	-	-
Travel	-	-	-	-	-
Furniture & equipment	-	-	-	-	-
Other objects	-	-	-	-	-
Total	<u>\$ 79,425</u>	<u>\$ 81,413</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
Staffing level	1.00	1.00	-	-	-

Textbooks (Function 1911)

Textbooks necessary for the implementation of Memphis City Schools' instructional programs are provided without charge to all public school students. This budget provides for the purchase of newly adopted textbooks, replacement of lost textbooks, and rebinding of damaged textbooks. Required consumable textbooks are provided in primary grades. Textbooks are reviewed, evaluated, and purchased on a six-year state-rotating schedule. The cost of textbooks increases each fiscal year by approximately 15% due to inflation. Textbooks adopted for the 2012 -2013 school year will serve our K-12 student population. The following textbooks will be adopted: Literature 6-12, Music K-12, Visual Arts K-12, Theatre Arts 6-12, Dance K-12, Spelling K-5, Driver Education 9-12, Computer Science K-5, Health Sciences Education 6-12, Business Technology, Marketing Education 6-12, Technology Engineering Education 6-12, Trade & Industrial Education 10-12. Mathematics textbooks were adopted for the 2011-2012 school year. However, due to Common Core, the district delayed the purchase of math textbooks for grades 9-12 until fiscal year 2012-13.

Legally Mandated/Required Curriculum: Yes

Legal Reference or Statute: TCA §49-3-310

Operating Budget

	2008-09 Actual	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
Salaries	\$ 38,003	\$ 33,612	\$ 47,934	\$ 39,600	\$ 77,576
Employee benefits	3,854	4,427	5,340	3,030	5,936
Professional services	110,468	70,520	33,536	32,640	-
Property maintenance services	6,120	11,160	11,211	-	-
Contracted services	25,346	7,757	72,336	174,725	167,988
Supplies & materials	8,365,965	9,613,114	9,430,985	4,855,302	1,462,527
Travel	-	-	-	-	-
Furniture & equipment	1,612	-	70,386	-	-
Other objects	-	-	-	-	-
Total	\$ 8,551,368	\$ 9,740,590	\$ 9,671,728	\$ 5,105,297	\$ 1,714,027
Staffing level	-	-	-	-	-

Goals, Objectives & Measures

Goal	Objective	Performance Measure	2010-11 Actual	2011-12 Estimated	2012-13 Proposed
To provide instructional materials as mandated by the State of Tennessee.	To provide materials and resources to support classroom instruction.	Textbooks are ordered based upon individual schools' assessed needs.	100%	100%	100%

English as a Second Language (ESL) Program (Function 1918)

The ESL transitional program provides special English classes and services especially designed for English Language Learners (ELL) grades K-12. This program is mandated by Title VI of the Civil Rights Act of 1964, MCS Board Policy #4.207, Rules, Regulations, and Minimum Standards for the Governance of Tennessee Public Schools [Rule 0520-1-3-.056.a.1 and 2 ii], and Title III of the Elementary and Secondary Education Act of 2001. This budget provides: 1) student identification and state mandated language assessments, 2) special English classes, 3) ESL/Bilingual mentoring and counseling, 4) bilingual staff for translating/interpreting school/home communications (written/oral), and tutoring, 5) ESL training for educators, and 6) special instructional materials and supplies for students grades K-12. 7) limited local and out of town travel for training, and 8) computer hardware and software for instructional use.

There are approximately 7,586 ELL students in the Memphis City Schools representing over 60 languages and dialects and 70 different countries. This is an increase of 531 ELL/transitional students from the previous year.

The district-wide ESL Program staffing ratio is based on an average of no more than 40 identified English Language Learners (ELL) per full-time ESL endorsed teacher (Tennessee Board of Education Policy #3.207 as amended 11-4-11). The FY 2013 budget includes funding for one hundred and ninety (190) ESL teachers, twenty-seven (27) Bilingual Mentors, seven (7) Bilingual Counselors, one (1) Professional Guidance Counselor, and one (1) Data Processing Specialist. Thirty-four (34) new ESL teacher positions are included in order to provide ESL support for schools with growing ELL populations.

Legally Mandated/Required Curriculum: Yes

Legal Reference or Statute: Title VI of the Civil Rights Act of 1964, MCS Board Policy #4.207, Rules, Regulations, and Minimum Standards for the Governance of Tennessee Public Schools [Rule 0520-1-3-.056.a.1 and 2 ii], Title III of the NCLB Act of 2001, and TN State Bd. Of Education Policy 3.207

Program Budget/Changes: The State's staffing formula for ESL was changed from 1:45 to 1:40.

Operating Budget

	<u>2008-09 Actual</u>	<u>2009-10 Actual</u>	<u>2010-11 Actual</u>	<u>2011-12 Budget</u>	<u>2012-13 Budget</u>
Salaries	\$ 7,734,287	\$ 8,046,870	\$ 8,697,267	\$ 9,488,152	\$ 11,050,326
Employee benefits	1,895,601	1,967,800	2,340,381	2,523,414	3,192,401
Professional services	32,969	53,395	67,827	59,000	64,000
Property maintenance services	-	4,256	-	-	1,440
Contracted services	213,779	55,176	77,869	130,940	101,500
Supplies & materials	85,054	165,142	126,176	227,775	227,775
Travel	29,837	51,014	28,871	36,800	36,800
Furniture & equipment	145,160	369,684	182,564	167,000	190,000
Other objects	-	-	-	-	-
Total	<u>\$ 10,136,687</u>	<u>\$ 10,713,337</u>	<u>\$ 11,520,955</u>	<u>\$ 12,633,081</u>	<u>\$ 14,864,242</u>
Staffing level	165.50	186.00	183.00	190.00	224.00

English as a Second Language (ESL) Program (Function 1918) (concl'd)

Goals, Objectives & Measures

Goal	Objective	Performance Measure	2010-11 Actual	2011-12 Estimated	2012-13 Proposed
#1 Student Achievement, #2 Accountability, #6 Diversity	Develop and maintain an English language acquisition program especially designed for speakers of other languages that exceed federal and state compliance requirements	Title III Annual Measurable Achievement Objectives (AMAO) #1, 2, & 3	Surpassed benchmarks in AMAO 1 and 2. Slightly below benchmark in AMAO #3 for math and RLA	To surpass benchmarks in AMAO 1 and 2. Slightly below benchmark in AMAO #3 for math and RLA. Improve 10% points or more on AMAO #3	To surpass benchmarks in AMAO 1 and 2. Slightly below benchmark in AMAO #3 for math and RLA. Improve 10% points or more on AMAO #3
		Title III AMAO #1, 2, & 3. Performance on TCAP Achievement and End of Course assessments, and graduation rate for former ELL.	Surpassed benchmarks in AMAO 1 and 2. Slightly below benchmark in AMAO #3 for math and RLA	To surpass benchmarks in AMAO 1 and 2. Slightly below benchmark in AMAO #3 for math and RLA. Improve 10% points or more on AMAO #3	To surpass benchmarks in AMAO 1 and 2. Slightly below benchmark in AMAO #3 for math and RLA. Improve 10% points or more on AMAO #3
		Participation in regional professional development sessions for differentiating instruction for ELL. Number of teachers adding ESL endorsement.	Number of teachers, administrators, community members increased by 20%	Expect a similar increase of 20% in number of participating teachers and administrators..	20% increase in the number of participating teachers, administrator, and community members.

Curriculum Specialists (Function 1932)

The Curriculum Specialists coordinate a variety of instructional, support, and service programs which supplement and enhance the regular academic program. Curriculum Specialists include the English As A Second Language (ESL) Director, Special skills Supervisor (Orff Music and Elementary Art), Instructional Materials & Resources Coordinator (Textbooks), and the Library Services Coordinator. The budget covers salaries and the annual operating costs for the various offices of the Curriculum Specialists and support staff.

Legally Mandated/Required Curriculum: Yes

Legal Reference or Statute: ESL is mandated by Title VI of the Civil Rights Act of 1964, MCS Board Policy #4.207, Tennessee State Board of Education Policy #3.207, Rules regulations and Minimum Standards for the Governance of Tennessee Public Schools and Title III of the Elementary and Secondary Education Act of 2001.

Operating Budget

	2008-09 Actual	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
Salaries	\$ 1,202,916	\$ 571,150	\$ 534,569	\$ 488,261	\$ 530,842
Employee benefits	291,656	135,639	129,288	117,126	132,442
Professional services	1,695	-	1,745	-	-
Property maintenance services	7,167	-	600	10,650	10,650
Contracted services	3,919	393	2,876	6,700	6,700
Supplies & materials	9,524	14,866	8,440	8,000	12,000
Travel	16,572	11,524	3,737	10,000	4,800
Furniture & equipment	323	-	3,057	5,650	6,605
Other objects	75	-	75	300	300
Total	\$ 1,533,847	\$ 733,572	\$ 684,387	\$ 646,687	\$ 704,339

Staffing level	20.00	10.00	9.00	8.00	8.00
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Goals, Objectives & Measures

Goal	Objective	Performance Measure	2010-11 Actual	2011-12 Estimated	2012-13 Proposed
1 - Student Achievement	Manage the budget provided for school staffing, materials, resources, and technology; provide teacher support.	Programs are fully staffed and instructional materials are provided as required by State and SACS policies.	100%	100%	100%
2 - Accountability	To supervise budget activity, coordinate staffing, provide instructional support, and professional development.	Staffed according to state compliance requirements; each student receives 1 hour each of ESL(daily), Music and Art.	100%	100%	100%
6 - Diversity	To provide all adopted textbooks requested by schools to support classroom instruction.	Instructional materials/resources are available upon request and delivered to schools in a timely manner.	100%	100%	100%

Pre-K – 12 Literacy (Function 1933)

The Literacy Office's primary objective is to provide leadership in the design, development and implementation of the PreK-12 Common Core State Standards, literacy curriculum, literacy programs, projects, grants and initiatives which provide the foundation of literacy instruction for all students in Memphis City Schools.

Operating Budget

	2008-09 Actual	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
Salaries	\$ 392,308	\$ 320,157	\$ 412,953	\$ 508,478	\$ 484,263
Employee benefits	86,713	72,217	94,048	85,449	85,085
Professional services	1,000,214	9,845	495,994	1,478,083	1,920,889
Property maintenance services	216	2,488	2,049	5,000	5,000
Contracted services	55,343	10,406	56,340	109,859	88,859
Supplies & materials	178,980	17,978	34,485	822,007	367,652
Travel	7,738	9,340	8,415	4,998	4,998
Furniture & equipment	3,044	3,753	3,882	3,927	3,927
Other objects	-	-	-	-	-
Total	\$ 1,724,556	\$ 446,184	\$ 1,108,166	\$ 3,017,801	\$ 2,960,673
Staffing level	4.00	4.00	4.00	3.00	3.00

Goals, Objectives & Measures

Goal	Objective	Performance Measure	2010-11 Actual	2011-12 Estimated	2012-13 Proposed
1 - Student Achievement	To provide leadership for full implementation of all aspects of literacy instruction for PreK-12 students, Common Core State Standards and to ensure MCS students meet state benchmarks for reading and writing	TCAP literacy performance data	3rd Grade - 25% 4th Grade - 24% 5th Grade 31% 6th Grade - 31 % 7th Grade - 21% 8th Grade - 23%	29% 28% 35% 35% 25% 28%	33% 32% 39% 39% 29% 32%
6 - Diversity	To ensure that all literacy curriculum and instructional support reflects diverse needs of students	Textbooks and instructional strategies and programs support rigorous teaching-learning and multiple methods for student success.	100%	100%	100%

Curriculum and Instruction (Function 2130)

The Department of Curriculum and Instruction strives for higher levels of achievement for all students by providing quality instructional support for practitioners. Curriculum specialists lead the educational efforts that support and improve learning for children. Major initiatives include, but are not limited to, the development and implementation of district curriculum in all core content areas, the development of materials that promote best classroom practice in and across all content areas, and state training on the Tennessee Curriculum Standards, Common Core Standards, and high school graduation requirements. All Curriculum and Instruction initiatives will support the Teacher Effectiveness Initiative.

Legally Mandated/Required Curriculum: Yes

Legal Reference or Statute: Tennessee/Graduation Requirement

Operating Budget

	2008-09 Actual	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
Salaries	\$ 629,292	\$ 683,183	\$ 615,413	\$ 748,705	\$ 890,827
Employee benefits	158,433	153,097	150,903	171,228	214,177
Professional services	109,518	122,550	142,169	213,306	173,576
Property maintenance services	2,136	6,233	17,345	7,500	7,500
Contracted services	35,896	71,520	111,907	106,752	102,640
Supplies & materials	100,825	75,822	82,941	87,039	110,000
Travel	47,078	26,036	17,333	34,900	31,440
Furniture & equipment	6,547	29,855	12,020	8,100	9,248
Other objects	694	863	1,974	3,259	20,959
Total	\$ 1,090,419	\$ 1,169,159	\$ 1,152,005	\$ 1,380,789	\$ 1,560,367

Staffing level	77.00	7.33	9.33	9.33	9.33
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Goals, Objectives & Measures

Goal	Objective	Performance Measure	2010-11 Actual	2011-12 Estimated	2012-13 Proposed
1 - Student Achievement	To provide leadership to ensure that students meet state benchmarks and are provided with instructional support.	TCAP Summative Initiative Performance Review Curriculum	N/A	N/A	N/A
6 - Diversity	To ensure that all curriculum and instructional support reflects the diverse needs of students.	Instructional Materials which support rigorous teaching-learning and multiple methods for student success.	100%	100%	100%



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EXCEPTIONAL CHILDREN & HEALTH SERVICES

Dr. Patricia Toarmina, Executive Director

MISSION STATEMENT:

The mission of Exceptional Children & Health Services is to enhance educational opportunities through comprehensive services that address academic, social, health, emotional, psychological and behavioral needs of students, families, schools and the community.

STRATEGIC GOALS:

- Support the success of students with disabilities through the Inclusive settings
- Provide targeted programs that support the academic success of students with disabilities
- Increase the number of students with disabilities (SWD) graduating with regular diplomas
- Increase the retention rate of Highly Qualified and fully licensed Special Education teachers
- Provide comprehensive mental health prevention and intervention services to District students
- Provide student-oriented mental health professional development to District faculty, administrators and central office staff
- Coordinated School Health consists of eight interrelated components that work together for the improvement of student health to promote academic achievement.
- Meet state and center compliance guidelines for student testing and mental health evaluation.
- Build support among students, parents and community for improving student safety and health.

ISSUES & TRENDS:

- Graduation rate of students with disabilities
- Suspensions and expulsions of students with disabilities
- Shortage of certified special education teachers
- Transition of students with disabilities

FISCAL YEAR 2011-12 PERFORMANCE HIGHLIGHTS:

- Increase in inclusion of students with disabilities in the regular classroom
- Increase in students with disabilities graduating with regular diplomas
- Academic gains in the NCLB subgroup of students with disabilities (SWD)

FISCAL YEAR 2012-13 BUDGET HIGHLIGHTS:

Continue providing services to enhance performance highlights of fiscal year 2011-2012.

Intellectually Gifted (Function 1210)

Creative Learning in a Unique Environment (C.L.U.E.) serves students identified as intellectually gifted and talented. Students are provided an opportunity to interact with peers of comparable abilities as well as time to function independently. Services are based on the recommendations of the IEP Team. Program components include brainstorming, introspection, creative and critical thinking skills, group dynamics and discussion, enrichment activities, regional exploration, critiquing, higher level thinking, creative problem solving, organizational, and research skills.

Legally Mandated/Required Curriculum: Yes

Legal Reference or Statute: TN Rules of State Board of Education Ch. 0520-01-09-02(11)

Operating Budget

	2008-09 Actual	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
Salaries	\$ 4,364,287	\$ 4,628,428	\$ 4,921,400	\$ 5,200,782	\$ 5,391,934
Employee benefits	1,032,976	1,083,400	1,301,945	1,517,531	1,569,594
Professional services	-	-	-	-	-
Property maintenance services	-	-	-	-	-
Contracted services	-	-	-	-	-
Supplies & materials	26,041	30,452	27,563	36,500	36,500
Travel	10,474	10,475	13,120	10,900	10,900
Furniture & equipment	-	-	-	-	-
Other objects	-	-	-	-	-
Total	\$ 5,433,778	\$ 5,752,755	\$ 6,264,028	\$ 6,765,713	\$ 7,008,928
Staffing level	80.00	81.00	89.00	91.00	91.00

Goals, Objectives & Measures

Goal	Objective	Performance Measure	2010-11 Actual	2011-12 Estimated	2012-13 Proposed
1 - Student Achievement 4 - Healthy Youth Development 5 - Safety & Discipline	Teachers will provide individualized differentiated curriculum which will enable gifted and talented students to develop their potential.	Annual review of IEPs to ensure students' goals address learning based on characteristics, needs, abilities, and interests rather than on predetermined curricula or sequence of instruction.	100%	100%	100%

Homebound and Hospital (Function 1218)

This program provides intensive instruction at home, hospital, or a related site for those students who are unable to attend school due to medical reasons according to IDEA and state regulations. Services are provided by qualified personnel based on the recommendation of the IEP Team.

Legally Mandated/Required Curriculum: Yes

Legal Reference or Statute: TCA §49-10-101 and TRR/MS 0520-10-09-07

Operating Budget

	2008-09 Actual	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
Salaries	\$ 1,137,999	\$ 1,182,763	\$ 1,084,080	\$ 910,687	\$ 938,224
Employee benefits	218,088	227,738	251,091	253,322	229,139
Professional services	-	-	-	-	-
Property maintenance services	-	-	-	-	-
Contracted services	-	-	-	-	-
Supplies & materials	3,617	6,763	27,660	6,500	6,500
Travel	11,368	8,724	8,512	18,000	18,000
Furniture & equipment	-	-	-	-	-
Other objects	-	-	-	-	-
Total	\$ 1,371,072	\$ 1,425,988	\$ 1,371,343	\$ 1,188,509	\$ 1,191,863
Staffing level	16.00	17.00	15.00	15.00	15.00

Goals, Objectives & Measures

Goal	Objective	Performance Measure	2010-11 Actual	2011-12 Estimated	2012-13 Proposed
1 - Student Achievement 4 - Healthy Youth Development 5 - Safety & Discipline	To provide educational instruction for students who are unable to attend their regular school program.	Performance on TDOE Student Membership & Attendance Accountability	100%	100%	100%

Special Education Instruction (Function 1221)

This program provides services for students with disabilities who need special Education. Some students are provided instruction in self contained settings, while others are provided instruction in inclusive settings. The IEP Team indicates the program components and related services needed for the students.

Program components may include:

Academic instruction	Organizational skills
Auditory perceptual training	Prevocational training
Behavior management	Socialization skills
Communication skills	Visual perceptual training
Consultation with regular teacher	Vocabulary Skills
Fine/Gross motor training	Residential training
Assistive Technology	Home Environment

Legally Mandated/Required Curriculum: Yes

Legal Reference or Statute: Statute IDEA Act, 20 USC 1400 et seq., 34 CFR 300 et seq., TCA 49-10-101-1306, TRR/MS 0520-01-09

Operating Budget

	2008-09 Actual	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
Salaries	\$ 45,509,286	\$ 46,420,172	\$ 47,491,899	\$ 48,550,670	\$ 49,053,007
Employee benefits	11,595,917	11,497,618	13,043,920	14,598,227	14,422,991
Professional services	1,331,041	1,086,435	569,958	4,170,921	4,170,921
Property maintenance services	66,041	63,134	45,992	60,000	60,000
Contracted services	28,620	44,107	47,198	21,722	21,722
Supplies & materials	962,931	805,042	926,718	965,200	965,200
Travel	122,613	138,307	126,405	85,000	87,004
Furniture & equipment	18,488	92,975	9,918	60,000	60,000
Other objects	5,400	5,200	5,200	5,219	5,200
Total	\$ 59,640,337	\$ 60,152,990	\$ 62,267,208	\$ 68,516,959	\$ 68,846,045
Staffing level	1,009.00	1,011.00	1,036.25	1,071.00	1,070.55

Goals, Objectives & Measures

Goal	Objective	Performance Measure	2010-11 Actual	2011-12 Estimated	2012-13 Proposed
1 - Student Achievement	Provide targeted programs that support the academic success of students with disabilities	The percent of students with disabilities scoring proficient on TCAP	100%	100%	100%
4 - Healthy Youth Development		Portfolio assessment			
5 - Safety & Discipline					

Mental Health Services (Function 1530)

The Memphis City Schools Mental Health Center, a state licensed facility, is a specialized outreach service for youth and their families to provide a variety of clinical and consultative mental health services in support of each student's success in school, at home and the community. Services include: psychological and behavioral evaluations; individual, group and family counseling; alcohol and drug abuse counseling; school-based prevention efforts; consultation with principals, teachers, parents and outside agencies; and staff development activities for school personnel. These specialized service areas are in part funded through partnership agreements with the Tennessee Department of Mental Health (Alcohol and Drug Services), and the Tennessee Department of Human Services, as well as the Memphis City Schools.

Program/Budget Changes: Adding four Behavior Analysts to increase the districts capacity to address needs of students with severe behavior problems in grades Pre-k through grade 3 by conducting specialized behavioral evaluations, designing behavior plans, and coaching/mentoring teachers.

Operating Budget

	2008-09 Actual	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
Salaries	\$ 6,328,639	\$ 6,201,293	\$ 5,807,946	\$ 6,007,605	\$ 7,919,474
Employee benefits	1,583,596	1,487,684	1,490,613	1,587,423	2,022,141
Professional services	36,704	19,645	6,116	11,316	11,316
Property maintenance services	-	162	2,097	2,791	2,791
Contracted services	3,441	2,299	5,205	5,125	5,125
Supplies & materials	63,305	83,584	78,852	79,473	79,473
Travel	98,458	96,100	82,164	103,808	106,808
Furniture & equipment	40,001	10,151	19,060	20,000	20,000
Other objects	2,000	3,375	1,475	3,000	3,000
Total	\$ 8,156,144	\$ 7,904,293	\$ 7,493,528	\$ 7,820,541	\$ 10,170,128
Staffing level	102.00	102.50	46.50	96.50	100.00

Goals, Objectives & Measures

Goal	Objective	Performance Measure	2010-11 Actual	2011-12 Estimated	2012-13 Proposed
1 - Student Achievement 4 - Healthy Youth Development 6 - Diversity	To provide a variety of clinical and consultative mental health services in support of each student's success in school, at home and the community.	Number of student disciplinary referrals	100%	100%	100%

School Health Services (Function 1540)

This function provides registered nurses as school nurses and management of those nurses. This function also provides administrative personnel to coordinate health related monitoring, compliance, health services and activities in the district.

Legally Mandated/Required Curriculum: Yes

Legal Reference or Statute: TCA §49-5-415

Operating Budget

	2008-09 Actual	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
Salaries	\$ 112,571	\$ 99,474	\$ 89,259	\$ 100,324	\$ 106,198
Employee benefits	26,543	19,995	20,860	33,544	37,424
Professional services	1,610,642	1,705,576	1,701,818	1,714,814	1,908,460
Property maintenance services	-	-	3,369	1,017	1,017
Contracted services	15,206	9,319	3,282	1,134	1,134
Supplies & materials	67,189	19,886	18,138	18,524	36,100
Travel	3,896	2,558	1,762	1,200	2,200
Furniture & equipment	9,231	1,635	8,661	15,726	-
Other objects	-	-	-	-	-
Total	\$ 1,845,278	\$ 1,858,443	\$ 1,847,149	\$ 1,886,283	\$ 2,092,533
Staffing level	2.00	1.30	1.00	1.50	1.50

Goals, Objectives & Measures

Goal	Objective	Performance Measure	2010-11 Actual	2011-12 Estimated	2012-13 Proposed
1 - Student Achievement	Provides registered nurses and district management of school nurses, health compliance and monitoring		100%	100%	100%
4 - Healthy Youth Development					
6 - Diversity					

Coordinated School Health (Function 1541)

Coordinated School Health is an effective system designed to connect health (physical, emotional and social) with education. This coordinated approach improves students' health and their capacity to learn through the support of families, communities and schools working together. This model is a method of connecting health and learning that consists of eight inter-related components: Nutrition, Physical Education, Healthy School Environment, Health Education, Family and Community Involvement, School Staff Wellness, Health Services and Counseling, Psychological and Social Services. Coordinated School Health focuses on improving the performance of all students, particularly those who do not arrive at school ready to learn. This program encourages healthy lifestyles, provides needed supports to at-risk students, and helps reduce the prevalence of health related problems that impair academic success.

Operating Budget

	2008-09 Actual	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
Salaries	\$ 29,299	\$ 165,495	\$ 240,202	\$ 260,552	\$ 270,357
Employee benefits	5,123	43,494	64,540	73,421	86,450
Professional services	-	22,458	14,959	7,165	7,165
Property maintenance services	-	-	-	-	-
Contracted services	-	18,739	17,333	18,044	18,044
Supplies & materials	-	59,811	75,018	86,828	86,828
Travel	4,231	9,182	9,041	11,000	12,860
Furniture & equipment	-	7,812	18,164	6,000	6,000
Other objects	-	25	49,760	37,074	37,074
Total	\$ 38,653	\$ 327,016	\$ 489,017	\$ 500,084	\$ 524,778
Staffing level	3.00	1.00	4.30	4.30	4.30

Goals, Objectives & Measures

Goal	Objective	Performance Measure	2010-11 Actual	2011-12 Estimated	2012-13 Proposed
Memphis City Schools will decrease overweight/obesity rates among our students as measured by baseline BMI data of 36.5%.	By June 2012 an additional 10% of schools (20) will be compliant with the 90 minute physical activity law.	Teacher PAPE reporting.		100%	
Parental Understanding of the relationship between health and academics will increase.	By June 2012, 10 percent of Memphis Schools with PTA/PTO will hold one parent meeting to discuss childhood health issues.	Copies of meeting agenda and minutes documenting school and content of meeting.		100%	
Increase the number of schools with active Healthy School Teams	CSH will increase the number of Healthy School Teams from 85 to 140 by June 2012	Documentation of Healthy School Team membership and activities recorded in the CSH office.		100%	

Section 504 (Function 1542)

Section 504 of the Rehabilitation Act of 1973 is a federal law that protects qualified individuals from discrimination based on their disability. Section 504 requires MCS to provide accommodations, modifications, and services for students with physical and/or mental disabilities who do not meet IDEA eligibility standards. Funds in this budget are to provide professional development, staff, supplies and materials for the special needs of these students.

Legally Mandated/Required Curriculum: Yes

Legal Reference or Statute: Section 504 of the Rehabilitation Act of 1973, 29 USC 794 (c); 34 CFR 104, et seq.

Operating Budget

	2008-09 Actual	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
Salaries	\$ 353,448	\$ 581,335	\$ 878,682	\$ 345,575	\$ 1,026,580
Employee benefits	127,849	210,717	375,406	129,066	345,989
Professional services	21,800	12,378	11,091	-	23,200
Property maintenance services	-	-	-	-	-
Contracted services	-	1,476	-	-	-
Supplies & materials	767	4,775	3,176	-	5,000
Travel	2,540	1,697	-	-	5,000
Furniture & equipment	-	-	-	-	-
Other objects	-	-	-	-	-
Total	\$ 506,404	\$ 812,378	\$ 1,268,355	\$ 474,641	\$ 1,405,769
Staffing level	26.00	26.50	25.00	29.25	34.44

Goals, Objectives & Measures

Goal	Objective	Performance Measure	2010-11 Actual	2011-12 Estimated	2012-13 Proposed
1 - Student Achievement	1. Provide targeted programs that support the academic success of 504 students.	1. The percent of 504 students scoring proficient on TCAP assessment.	100%	100%	100%
4 - Healthy Youth Development					
5 - Safety & Discipline	2. Maintain and support student health by providing school health services	2. Increased student attendance.			

School Health Clinics (Function 1543)

The function of the School Health Clinics Program is to coordinate the operation and logistics of the MCS Regional School Based Health Clinics. This coordination requires working with both Well Child, the MCS schools and MCS parents to ensure that the provision of clinic services (physicals, immunizations, and treatment) are meeting the needs of the target population and supporting the goals of the Superintendent. In addition to the clinics, this function coordinates the work of the Well Child health screening teams that go to each school site and conduct Early Periodic, Screening, Diagnosis and Treatment (EPDST) exams on students whose parents have signed consenting for their children to receive this annual preventative exam. This function also participates in assisting students become eligible to participate in sports and to receive immunizations and physicals. This function also seeks out grant funding to support the operation.

Program/Budget Changes: This budget will fund .15 of a Coordinator position in fiscal year 2011-12.

Operating Budget

	2008-09 Actual	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
Salaries	\$ -	\$ -	\$ 16,473	\$ 14,115	\$ 12,172
Employee benefits	-	-	2,875	3,230	2,872
Professional services	-	18,939	676	-	-
Property maintenance services	-	-	-	-	-
Contracted services	-	6,420	-	-	-
Supplies & materials	-	43,116	6,584	10,000	8,800
Travel	-	-	1,815	-	1,200
Furniture & equipment	-	1,101	202	-	-
Other objects	-	-	-	-	-
Total	\$ -	\$ 69,576	\$ 28,625	\$ 27,345	\$ 25,044
Staffing level	-	-	-	0.15	0.15

Goals, Objectives & Measures

Goal	Objective	Performance Measure	2010-11 Actual	2011-12 Estimated	2012-13 Proposed
1 - Student Achievement 4 - Healthy Youth Development 5 - Safety and Discipline	Students will become healthier as they receive more preventative and treatment health care.	There will be an increase in the number of students seen in clinics and at school since the previous year.	47,995	49,981	52,672
4 - Healthy Youth Development	Students will become better consumers of their own health care by experiencing preventative and treatment health care.	Students will receive information on being their own health advocate through their screenings and treatment.	100%	100%	100%

Special Education Administration (Function 2230)

Exceptional Children and Health Services is a multifaceted department. The Special Education Unit provides special education services for the student enrolled in Memphis City Schools. The main function of the department is to ensure that appropriate services are provided for students with disabilities as mandated by the state/federal laws. The division is responsible for coordinating activities of pre-referral, intervention, referral and assessments, program planning and development, and a continuum of service options for students with disabilities. The Special Education Administration consists of 34 administrative and clerical staff positions that provide support for approximately 185 schools and 650 special education administrators.

Legally Mandated/Required Curriculum: Yes

Legal Reference or Statute: Individuals with Disabilities Education Act, 20 USC 1400 et seq., 34 CFR 300 et seq., TCA §49-10-101-1306, TRR/MS 0520-01-09

Operating Budget

	2008-09 Actual	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
Salaries	\$ 2,125,193	\$ 2,243,988	\$ 2,418,046	\$ 2,360,470	\$ 2,466,163
Employee benefits	512,567	531,579	619,322	573,571	668,914
Professional services	-	-	-	-	-
Property maintenance services	16,802	5,430	11,441	5,606	5,606
Contracted services	35,269	14,023	278	12,013	12,013
Supplies & materials	5,804	7,319	7,262	7,496	7,496
Travel	44,278	43,389	52,960	42,817	42,817
Furniture & equipment	-	-	-	-	-
Other objects	-	-	-	-	-
Total	\$ 2,739,913	\$ 2,845,728	\$ 3,109,309	\$ 3,001,973	\$ 3,203,009
Staffing level	32.30	33.30	35.33	33.50	33.50

Goals, Objectives & Measures

Goal	Objective	Performance Measure	2010-11 Actual	2011-12 Estimated	2012-13 Proposed
1 - Student Achievement	To provide appropriate services for students with disabilities as mandated by the state/federal laws	Performance on Tennessee District Monitoring Reports	100%	100%	100%
4 - Healthy Youth Development					
5 - Safety & Discipline					

Mental Health Administration (Function 2530)

The administrative component of MCS Mental Health Center provides District staff leadership and supervision in providing school mental health services (evaluation, treatment, consultation, parent support and professional development) and staff/parental support to schools. The Mental Health Center supports school-based strategies to minimize student barriers to learning and improve social-emotional competency. Regulatory compliance, management of medical records, confidentiality assurances, staff development, program development, program evaluation, marketing/communications and performance improvement resides with administrative staff.

Legally Mandated/Required Curriculum: Yes

Legal Reference or Statute: HIPAA; TRR/MS 0940-05-01, 0940-05-02, 0940-05-03, 0940-05-04, 0940-05-05, 0940-05-06, 0940-05-07 and 0940-05-14

Operating Budget

	2008-09 Actual	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
Salaries	\$ 550,372	\$ 490,507	\$ 1,078,857	\$ 1,065,280	\$ 1,090,300
Employee benefits	152,837	133,331	291,648	307,272	396,008
Professional services	9,476	7,294	3,389	8,632	8,632
Property maintenance services	50	-	-	2,850	2,850
Contracted services	403	-	574	730	730
Supplies & materials	3,844	3,191	6,303	4,309	4,309
Travel	2,773	3,873	11,247	11,562	11,562
Furniture & equipment	3,995	2,088	1,954	4,465	4,465
Other objects	4,936	5,375	4,293	7,050	7,050
Total	\$ 728,686	\$ 645,659	\$ 1,398,265	\$ 1,412,150	\$ 1,525,906
Staffing level	11.00	11.00	18.00	18.00	18.00

Goals, Objectives & Measures

Goal	Objective	Performance Measure	2010-11 Actual	2011-12 Estimated	2012-13 Proposed
1 - Student Achievement 4 - Healthy Youth Development 5 - Safety & Discipline 6 - Diversity	To provide supervision and oversight of school mental health services; diagnosis, treatment, and evaluation; consultation and staff/parental support to schools.	Performance on the Department of Mental Health and Developmental Office Licensure Review	100%	100%	100%



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SCHOOL OPERATIONS

Dr. Roderick Richmond, Chief of School Operations

MISSION STATEMENT:

The purpose of the Department of School Operations/Striving School Zone is to provide support to 175 schools and programs and over 104,000 students. School Operations also ensures that academic achievement is a supreme priority for its students. This includes providing professional development opportunities to make decisions around data, managing school personnel responsibilities for maximum benefit, responding to the needs of the stakeholders of the schools, and reporting feedback from frequent walkthroughs and Compstat Report-Outs. Support is given to the four Regions, which are overseen by four Regional Superintendents, and assisting the Deputy Superintendent of Academic Operations, Technology and Innovation with facility utilization changes that may be needed in the District and providing support and guidance to principals, and school personnel, as needed, to promote effective school/community relations. Furthermore, School Operations is responsible for investigating, reviewing, and resolving inquiries and complaints from parents, principals, teachers, and members of the public, and responding appropriately. In addition to these responsibilities, we are also responsible for supporting the Priority Schools [coordination of the administrative functions of the 69 Schools that are Achievement School District (ASD) Eligible]. We coordinate the District's calendar, process travel authorizations, evaluate School Improvement Plans, and manage the District's Tennessee Consolidated School Improvement Plan. Lastly, we provide support to the High School Robotics Teams and Elementary and Middle School Lego Teams.

STRATEGIC GOALS:

The goals of the Department of School Operations/Striving School Zone parallel Memphis City Schools' Reform Agenda Strategic Goals 1 through 6. These goals focus on the efforts of the department by: Goal 1: Increasing Student Achievement; Goal 2: Fostering Accountability; Goal 3: Encouraging Parent & Community Involvement; Goal 4: Promoting Healthy Youth Development; Goal 5: Creating Safe and Structured Learning Environments; and Goal 6: Recognizing Diversity.

ISSUES & TRENDS:

Academic Achievement is the priority for the Department of School Operations/Striving Schools. Most recently, because of the acceptance of the ESEA Waiver, MCS now has 16 Reward Schools, 23 Focus Schools, 86 Schools with no designation, and 69 Priority Schools that are ASD Eligible. A constant need exists to sustain the intensive effort of these Priority Schools through job-embedded professional development, walkthroughs, Compstat Report-Outs, monthly cluster meetings, and frequent school support visits. All of these schools are responsible for submitting yearly School Improvement Plans that we will review and monitor. In addition, School Operations is responsible for the District's academic calendar, processing travel authorizations, evaluating School Improvement Plans, and coordinating the District's Consolidated School Improvement Plan. Lastly, we are also responsible for providing support to the High School Robotics Program. This will be the 4th year for the Robotics Program. Over a period of 4 years, the teams have increased from one team of 4 alliance schools to 9 individual schools, which includes a (3) school alliance team. Of these schools, 6 are either current Striving Schools or former Striving Schools, with each of these schools having a STEM (Science, Technology, Engineering, and Math) focus. We are continuing to add other schools and corporate sponsorships with a STEM focus to the program. Other important trends include:

- Under NCLB, twenty-eight (28) schools fell into Corrective Action (Striving Schools) or beyond or were Striving Schools receiving additional support (Westwood HS, Winchester ES)
- Of these schools, twenty- (22) or 78% (22 of 28) were removed from the list or improved.
- Of the original 15 Striving Schools only (one) 1 remains in High Priority Status based on NCLB requirements. (Hamilton High, which is in an improved status)

SCHOOL OPERATIONS (concl'd)

The state has provided MCS additional funding through grants such as FIRST to the TOP and the School Improvement Grant to support the schools that are in High Priority and specifically those schools that have been identified as being persistently low performing. Therefore, during the 2009-2010 school year, a decision was made to create the Striving School Zone (SSZ), which focused on all High Priority Schools as a part of the district's Race to the Top (RTTT) Scope of Work (SOW). Seventeen of the schools were Focus, 3 schools were Renewal and 8 schools were ASD Eligible. The Department of School Operations/Striving School Zone Management Team began working with 20 schools that were in Focus and Renewal (School Improvement I – Restructuring I). Thirteen of these schools are elementary (one of which is a K-8 school), 3 middle and 4 high schools (n=20). The ASD Eligible Schools were Frayser High, Hamilton High, Kingsbury High, Manassas High, Sheffield High, Northside High, Raleigh-Egypt Middle, and Trezevant High. In the meantime, the State Department of Education submitted an ESEA Waiver, and they were awaiting a response from the US Department of Education.

Now that the ESEA Waiver has been accepted, MCS now has 16 Reward Schools, 23 Focus Schools, 86 Schools with no designation, and 69 Priority Schools. The 69 Priority Schools will be in one of four categories over the next three years. The Priority Schools will be State ASD co-managed, direct run, or charter schools, or part of the District-Run Innovation Zone School (I-Zone), a SIG School, or an LEA Led School. At this time, 5 schools are slated to be direct run or charter managed by the State ASD, and 6-10 schools will submit an application to be considered for the District-Run Innovation Zone.

FISCAL YEAR 2011-12 PERFORMANCE HIGHLIGHTS:

- Booker T. Washington High School was chosen as the 2011 Race to the Top High School Commencement Challenge winner, entitling it to a graduation address by President Barack Obama.
- Booker T. Washington graduation rate rose from 55 percent in 2007 to 81.6 percent in 2010.
- Booker T. Washington and several MCS Schools are Reward Schools based on Progress or Performance, under the ESEA Waiver.
- Twenty-two (22) of the twenty-eight (28) SSZ schools or 78% of the schools made substantial increases in Mathematics.
- Twenty (20) of the twenty-eight (28) SSZ schools or 71% of the schools made substantial increases in Reading/Language Arts.
- Frayser High School was one of 23 schools in Tennessee to have moved off the NCLB High Priority List.
- Booker T. Washington High, Craigmont High, Colonial Middle, Florida-Kansas Elementary, and Hamilton High Schools all moved to an "improving" status on the NCLB High Priority list.
- Twelve (12) of the twenty-eight (28) Schools in the SSZ scored high enough to no longer be ASD eligible, (the lowest 5%), after being on the NCLB List.
- Memphis City Schools was highlighted by Standard Aligned Systems (SAS) officials as having impressive student gains in math and middle school reading.
- The District accomplished two (2) of three (3) Race to the Top Benchmarks: Math and Graduation Rate.

FISCAL YEAR 2012-13 BUDGET HIGHLIGHTS:

The Department of School Operations/Striving School Zone will continue to focus on its primary goal of student achievement, to provide a safe challenging environment for MCS students to excel, and a sharp laser-like focus to improve and support all of our schools. We will need to continue to revisit RTTT and other resources to support (69) Priority Schools, under the ESEA Waiver. The District will have to pay close attention to any other schools that may be identified as Priority Schools and schools that will be direct run or charter managed by State ASD in upcoming school years. Meanwhile, it is critically important that we triage schools that are in Reward or Focus status to keep them from moving into Priority Status, which are schools at risk if falling into the lowest 5% percent.

Grizzlies Academy (Function 1177)

Grizzlies Academy was a small high school developed under the entry in Tennessee Code Annotated that established Break the Mold schools. We had access to private money from the Grizzlies Charitable Foundation to cover many of the expenses of the School that were required because of our program and the socio-economic condition of the majority of our students. We used such monies to provide school uniforms, bus cards and field trip expenses to our students. In addition, we kept our students for dinner on Monday and Thursday nights. This expense was also covered using private monies. The bulk of the budget provided by the District was devoted to building rental and additional teachers and rentals, allowing us to have small classes. Class size was critical to our children's success. We have had three graduating classes in our six years of operation. More than half of our graduates are now in college or technical schools.

Program/Budget Changes: Grizzlies Academy was closed in fiscal year 2010-2011 due to the District's restricting of functions; several functions were combined.

Operating Budget

	2008-09 Actual	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
Salaries	\$ -	\$ 742,799	\$ -	\$ -	\$ -
Employee benefits	-	184,679	-	-	-
Professional services	-	-	-	-	-
Property maintenance services	-	142,048	-	-	-
Contracted services	-	264	-	-	-
Supplies & materials	-	3,212	-	-	-
Travel	-	1,664	-	-	-
Furniture & equipment	-	-	-	-	-
Other objects	-	-	-	-	-
Total	\$ -	\$ 1,074,666	\$ -	\$ -	\$ -
Staffing level	-	11.50	-	-	-

Note: Prior to fiscal year 2009-10, this function was accounted for in functions 1141 and 1151.

River City High School of Leadership & Service (Function 1178)

River City High School of Leadership & Service was a unique high school that supported the design of schools that are equitable, intellectually vibrant and personalized. A small high school, started with a class of 9th graders (adding a new 9th grade each year until the school had grades 9-12), could act as a model of high school reform and provide students with a transformative education. The school community personalized instruction to address individual needs and interests, experienced their power, built positive relationships and did the extraordinary. It was uniquely positioned to offer the students an innovative, equitable and challenging small school. In this environment, teachers and students knew each other well and worked in an atmosphere of trust and high expectations.

Program/Budget Changes: River City High School of Leadership & Service was closed in fiscal year 2010-2011 due to the District's restructuring of functions; several functions were combined.

Operating Budget

	<u>2008-09 Actual</u>	<u>2009-10 Actual</u>	<u>2010-11 Actual</u>	<u>2011-12 Budget</u>	<u>2012-13 Budget</u>
Salaries	\$ 470,056	\$ 388,557	\$ -	\$ -	\$ -
Employee benefits	103,126	89,090	-	-	-
Professional services	5,756	2,806	-	-	-
Property maintenance services	-	-	-	-	-
Contracted services	3,855	7,234	-	-	-
Supplies & materials	4,605	4,177	-	-	-
Travel	-	2,415	-	-	-
Furniture & equipment	15,603	850	-	-	-
Other objects	-	-	-	-	-
Total	<u>\$ 603,001</u>	<u>\$ 495,129</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
Staffing level	9.00	10.50	-	-	-

Hollis F. Price Middle College (Function 1179)

Hollis F. Price Middle College, an Early College High, is an innovative and academic collaboration between Memphis City Schools and LeMoyne-Owen College, with the support of the Middle College National Consortium (funded by the Bill and Melinda Gates Foundation). Its goal is to provide a seamless integration and transition between high school and college to ensure that students earn both a high school diploma and two years of college credit within a four-year period. The school provides a small learning environment of academic rigor and extensive support for those students who have great academic potential but may not fulfill that promise under the traditional high school setting. By placing a high school in a college environment and providing personalized support for academic and career preparation, this school enables capable students to be engaged in the total college experience while completing their high school education and earning the equivalence of an associate's degree. Students graduate from high school with a positive concept, improved career options, and realistic college opportunities as they meet the challenges of the 21st century.

Operating Budget

	2008-09 Actual	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
Salaries	\$ 865,393	\$ 871,799	\$ 889,724	\$ 1,008,291	\$ 1,012,926
Employee benefits	187,089	200,010	239,957	293,502	281,952
Professional services	1,054	433	1,570	3,040	3,040
Property maintenance services	151,204	150,000	151,390	152,000	152,000
Contracted services	734	9	5,309	5,000	5,000
Supplies & materials	50,483	69,874	46,201	53,365	53,365
Travel	42,785	18,398	19,772	1,200	1,200
Furniture & equipment	2,494	10,821	549	10,000	10,000
Other objects	320	-	516	650	650
Total	\$ 1,301,556	\$ 1,321,344	\$ 1,354,988	\$ 1,527,048	\$ 1,520,133
Staffing level	17.50	19.50	19.50	17.50	17.50

Goals, Objectives & Measures

Goal	Objective	Performance Measure	2010-11 Actual	2011-12 Estimated	2012-13 Proposed
To maintain or exceed Annual Measurable Objectives (AMO) on the Algebra I and Language Arts End-of-Course exams by the end of the 2012-2013 school year.	Meeting state/district benchmarks	Results from spring testing events	100%	100%	100%
To increase average composite ACT scores by the end of the 2012-2013 school year.	College readiness standards	Results from ACT exam	19%	19%	20%
To increase students' overall attendance rate by the end of the 2012-2013 school year.	Attendance rate	Data supplied from district and state reports	95%	95%	95%

Middle College High School (Function 1180)

The Middle College High School is an innovative, academic collaboration between Memphis City Schools and Christian Brothers University. Its goals are to ensure that students graduate from high school with a positive self concept, improved career options, and realistic college opportunities. By placing a high school in close proximity to a viable college environment and providing personalized support for academic and career preparation, Middle College enables capable students to complete their high school education, access *college* course work and credits before completing high school, and meet the challenges of the 21st century.

Program/Budget Changes: One-half FTE position is shared with Function 1179, Hollis F Price Middle College.

Operating Budget

	2008-09 Actual	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
Salaries	\$ 948,953	\$ 1,051,097	\$ 1,086,572	\$ 1,152,644	\$ 1,208,357
Employee benefits	236,247	252,093	278,915	286,813	324,160
Professional services	820,474	7,879	12,293	10,540	10,540
Property maintenance services	126,114	4,365	3,226	5,500	5,500
Contracted services	43,021	139,221	154,895	153,825	153,825
Supplies & materials	39,751	59,793	20,207	42,108	42,108
Travel	28,005	26,507	13,220	5,210	5,380
Furniture & equipment	458,073	3,357	9,469	14,090	14,090
Other objects	2,385	2,822	2,200	3,850	3,850
Total	\$ 2,703,023	\$ 1,547,134	\$ 1,580,997	\$ 1,674,580	\$ 1,767,810
Staffing level	26.50	21.50	21.50	21.50	21.50

Goals, Objectives & Measures

Goal	Objective	Performance Measure	2010-11 Actual	2011-12 Estimated	2012-13 Proposed
1 - Student Achievement	Maintain state target pass rate or higher pass rate on all AYP state assessments	Achievement results from 2010 End of Course May test event	English II- 80% Algebra I- 61%	English II- 80% Algebra I- 61%	
	Maintain a 95% or greater graduation rate	Achievement results based on previous year's graduating seniors	100%	100%	
	Improve the ACT average composite score by .6 percentage points	Achievement results submitted to the state of TN Dept of Ed based on 2010 graduating seniors	18.1	18.7	

Agriculture (Function 1311)

Agriculture consists of instruction in six different trade areas at 3 locations with 4 teachers. Courses in this program area fall under the Agriculture career cluster and serve students in grades 9-12. Current courses are: Greenhouse management, Landscaping and Tuff Management, Principles of Agricultural sciences, Principles of Horticulture Sciences, Aquaculture/Hydroponics, and Agriscience.

Agriculture instructors will provide leadership and training for the Agriculture education program to help prepare students for an increasingly demanding high skilled workplace, to help meet the needs of the technologically changing workplace, and to assure that the curriculum has been aligned with industry standards. Students develop manipulative skills, safety skills, technical knowledge and hands on instruction in industry related projects preparing students for employment after high school, post secondary education, or apprentice training in their chosen fields. Students are exposed to job related experiences through shadowing, mentoring, part-time employment, and field trips. Students participate in competitive events, which enhance their leadership abilities, develop team spirit and cooperation, and demonstrate industry knowledge and skills. All instructors will provide leadership and training for the agricultural education program that is built on the three core areas of classroom/laboratory instruction, supervised experience programs and Future Farmers of America (FFA) student organization activities/opportunities. Instructors teaching the Agricultural Education courses listed below follow the state approved courses and programs of study, curriculum standards and competencies required by the state department. Safety is of the utmost importance in Agricultural Education for the students and teachers. Safety instruction is one of the required standards in each of the Agricultural Education courses.

Legally Mandated/Required Curriculum: Yes

Legal Reference or Statute: Carl D. Perkins Career and Technical Education Act of 2006 (Public Law 109 – 270)

Operating Budget

	2008-09 Actual	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
Salaries	\$ 312,752	\$ 320,861	\$ 252,504	\$ 222,246	\$ 236,558
Employee benefits	91,018	92,403	75,047	77,311	70,153
Professional services	-	-	-	-	-
Property maintenance services	-	-	-	167	-
Contracted services	-	-	-	-	-
Supplies & materials	705	7,367	1,399	5,191	5,817
Travel	-	-	-	-	-
Furniture & equipment	-	-	-	459	-
Other objects	-	-	-	-	-
Total	\$ 404,475	\$ 420,631	\$ 328,950	\$ 305,374	\$ 312,528
Staffing level	6.00	6.00	6.00	4.00	4.00

Goals, Objectives & Measures

Goal	Objective	Performance Measure	2010-11 Actual	2011-12 Estimated	2012-13 Proposed
1 - Student Achievement	Increase the number of CTE students meeting graduation requirements by successfully passing the English gateway exam	TDOE Report Card – Perkins IV Core Indicator 1S1	88%	88%	89%

Business and Office Technology (Function 1313)

The mission of the Business Technology Education program is to provide instruction for and about business. Business Technology Education is a series of courses available to students in grades 9 – 12 in all 28 secondary schools, four career and technology centers and three prep academies. National Industry Certifications currently held by MCS business technology teachers include: Microsoft Office Specialist (MOS), Microsoft Certified Application Specialist (MCAS), Internet and Computing Core Certification (IC3), Adobe Certified Associate (ACA), Certified Internet Web Professional (CIW), and Cisco Certified Network Associate (CCNA). These certifications validate skills, highlight unique talents, and demonstrate qualification in emerging fields both nationally and internationally. Business students may test for MOS/MCAS and/or IC3 at Trezevant Career and Technology Center, Craigmont High, Hamilton High, Sheffield High and Cordova High.

The Business Technology Education Program offers over 30 courses which include: eBusiness Communication, Business Management, Keyboarding/Document Layout and Design, Spreadsheet Applications, Integrated Input Technologies, Database Design/Management, Administrative Management, Desktop Publishing, Interactive Multimedia Presentation, International Business/Marketing, Keyboarding/Document Formatting, Networking Essentials, Computer Operating Systems and Hardware, Information Technology Foundations, Accounting I and II, Career Connections, Financial Planning, Computer Applications, American Business/Legal Systems, Business Economics, Banking and Finance, Virtual Enterprise International, Web Design Essentials, Web Design Applications, Website-Foundations, Webpage Design—Site Designer, Webpage Design-eCommerce, Work Based Learning/Supervision Period and Personal Finance.

The career and technology youth organization, Future Business Leaders of America (FBLA) links students to effective leadership and teamwork opportunities and is an integral part of each curriculum. FBLA members have the opportunity to demonstrate their occupation and leadership skills through performance based and written tests in regional, state, and national competitive events that transition the students into life's work. In addition to hands-on experiences, students are provided real-life experiences through community service projects, as a result of training in decision-making, teamwork, and leadership, good oral and verbal communication and mastery of related course content.

Legally Mandated/Required Curriculum: Yes

Legal Reference or Statute: Carl D. Perkins Career and Technical Education Act of 2006 (Public Law 109 – 270)

Operating Budget

	2008-09 Actual	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
Salaries	\$ 5,304,416	\$ 5,223,336	\$ 5,260,193	\$ 3,357,374	\$ 3,682,729
Employee benefits	1,291,184	1,267,630	1,390,331	861,308	1,050,987
Professional services	16,992	5,478	3,517	6,174	6,174
Property maintenance services	3,761	5,517	2,930	11,769	11,769
Contracted services	690	4,548	1,725	3,640	3,640
Supplies & materials	104,675	157,075	84,038	60,820	60,820
Travel	2,872	4,077	5,846	1,532	2,083
Furniture & equipment	106,162	23,402	-	36,955	36,404
Other objects	-	-	-	-	-
Total	\$ 6,830,752	\$ 6,691,063	\$ 6,748,580	\$ 4,339,572	\$ 4,854,606
Staffing level	104.00	104.00	103.00	60.00	61.00

Business and Office Technology (Function 1313) (concl'd)

Goals, Objectives & Measures

Goal	Objective	Performance Measure	2010-11 Actual	2011-12 Estimated	2012-13 Proposed
1 - Student Achievement	Increase the number of CTE students meeting graduation requirements by successfully passing the English gateway exam	TDOE Report Card – Perkins IV Core Indicator 1S1	87.72%	88.22%	88.72%
	Increase the number of CTE students meeting graduation requirements by successfully passing the algebra gateway exam	TDOE Report Card – Perkins IV Core Indicator 1S2	86.59%	87.09%	87.59%
	Increase the number of CTE students achieving technical skills attainment	TDOE Report Card – Perkins IV Core Indicator 2S1 – Technical Skill Attainment	96.20%	96.70%	97.20%
	Increase the number of CTE students who complete a CTE program of study	TDOE Report Card – Perkins IV Core Indicator 3S1 – Secondary School Completion	78.99%	79.49%	79.99%

Health Science Technology (Function 1314)

Health Science Education is an educational program designed to prepare students in grades 9-12 for careers in health care. Health Science Education courses are designed to meet the needs of all students including honors credit. According to the U.S. Department of Labor, Bureau of Labor Statistics, employment in the health care industry will increase by 4.2 million and account for 17 percent of total growth in the next 10 years. Demand for health services will be stimulated as new technologies permit intervention for conditions previously undiagnosable or regarded as untreatable.

The program provides students an academic foundation that includes reading and writing (charts, reports, manuals); the performance of mathematical operations, such as computations involving weights and measures; and the application of scientific knowledge, such as biology, chemistry and physics. Hands-on experiences in health care facilities are offered. These include job shadowing, clinical internships, cooperative education and other work-based experiences. As students complete the major and continue into post-secondary education, this program of study leads to opportunities for students to enter the medical field in several allied health occupations. Students have the opportunity to work with health care mentors who assist with learning opportunities in health care facilities. They benefit from community involvement with health care partnerships and have opportunities for Tech Prep programs to earn college credit while in high school. Students have the opportunity to participate in dual enrollment, articulation, and receive training that leads to industry certification.

Health Science Education courses serve approximately 1,000 students in grades 9-12 in 7 schools. Courses include Anatomy and Physiology, Biomedical Applications, Diagnostic Medicine, Emergency Medical Services, Forensic Services, Health Informatics, Health Science Education, Medical Therapeutics, Nursing Education, Rehabilitative Therapy, Support Services, and Clinical Internship. The development of leadership, social, civic and occupational skills are provided through the Health Occupations Students of America (HOSA) student organization, an integrated part of the instructional program. HOSA has Regional, State and National competitions.

Legally Mandated/Required Curriculum: Yes

Legal Reference or Statute: Carl D. Perkins Career and Technical Education Act of 2006 (Public Law 109 – 270)

Operating Budget

	2008-09 Actual	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
Salaries	\$ 649,818	\$ 770,654	\$ 687,551	\$ 612,040	\$ 716,899
Employee benefits	152,691	180,848	192,503	162,900	206,133
Professional services	360	-	-	-	-
Property maintenance services	-	-	-	-	-
Contracted services	-	-	-	-	-
Supplies & materials	6,412	18,465	4,586	2,927	5,232
Travel	-	-	-	-	-
Furniture & equipment	120	-	556	1,852	-
Other objects	-	-	-	-	-
Total	\$ 809,401	\$ 969,967	\$ 885,196	\$ 779,719	\$ 928,264
Staffing level	13.00	13.00	13.00	12.00	12.00

Goals, Objectives & Measures

Goal	Objective	Performance Measure	2010-11 Actual	2011-12 Estimated	2012-13 Proposed
1 - Student Achievement	Increase the number of CTE students achieving technical skill attainment.	TDOE Report Card. Perkins IV Core Indicator 2S1 – Technical Skill Attainment	96.20%	96.70%	97.20%

Trade and Industrial Education (Function 1315)

Trade and Industrial Education (T&I), consists of instruction in twenty-six different trade areas at 16 sites with 59 Teachers. Courses following T & I areas fall under eight (8) clusters and serve students in grades 10-12. Clusters include: Construction, Visual Communications and Digital Arts, Human Services, Manufacturing, Transportation and Media Concepts and Arts Communications. Current courses are: Heat, Ventilation and Air Conditioning (HVAC), Aviation, Auto Collision and Repair I & II, Auto Mechanics I & II, Barbering I & II, CAD I & II, Carpentry I & II, Cosmetology I, II, and III, Diesel Mechanics I & II, Electricity I & II, Electronic Audio Recording I & II, Graphic Communications (Printing I & II), Masonry I & II, Metal Technology I & II (Welding), Plumbing I & II, Upholstery I & II, Visual Art & Design & Digital Imaging & Design.

T & I instructors will provide leadership and training for the trade & industry education program to help prepare students for an increasingly demanding high skilled workplace, to help meet the needs of the technologically changing workplace, and to assure that the curriculum has been aligned with industry standards. Students develop manipulative skills, safety skills, technical knowledge and hands on instruction in industry related projects preparing students for employment after high school, post secondary education, or apprentice training in their chosen fields. Students are exposed to job related experiences through shadowing, mentoring, part-time employment, and field trips. Students participate in competitive events, which enhance their leadership abilities, develop team spirit and cooperation, and demonstrate industry knowledge and skills. SkillsUSA complements the educational program, providing students with increased opportunities to develop these skills. Students compete at the Local/Regional, State and National levels. Instructors teaching trade and industry education courses listed follow the state approved courses and programs of study, curriculum standards and competencies required by the state department. Annual training and professional development opportunities to upgrade teacher's skills to the levels required for instruction according to industry standards are mandatory. Safety is of the utmost importance in trade and industry education for the students and teachers. Safety instruction is one of the required standards in each of the trade and industry education courses.

Legally Mandated/Required Curriculum: Yes

Legal Reference or Statute: Carl D. Perkins Career and Technical Education Act of 2006 (Public Law 109 – 270)

Operating Budget

	2008-09 Actual	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
Salaries	\$ 4,480,484	\$ 4,553,574	\$ 4,377,758	\$ 3,027,697	\$ 3,266,557
Employee benefits	1,145,396	1,147,743	1,219,887	792,198	955,157
Professional services	-	-	115	166	-
Property maintenance services	21,046	6,842	19,277	16,136	16,107
Contracted services	6,362	-	118	471	500
Supplies & materials	159,763	214,359	91,882	51,136	49,491
Travel	-	1,279	-	-	-
Furniture & equipment	9,175	510	3,128	3,265	5,076
Other objects	-	-	-	-	-
Total	\$ 5,822,226	\$ 5,924,307	\$ 5,712,165	\$ 3,891,069	\$ 4,292,888
Staffing level	93.00	93.00	91.00	58.00	59.00

Trade and Industrial Education (Function 1315) (concl'd)

Goals, Objectives & Measures

Goal	Objective	Performance Measure	2010-11 Actual	2011-12 Estimated	2012-13 Proposed
1 - Student Achievement	Increase the number of CTE students meeting graduation requirements by successfully passing the English gateway exam	TDOE ReportCard – Perkins IV Core Indicator 1S1	87.72%	88.22%	88.72%
	Increase the number of CTE students meeting graduation requirements by successfully passing the algebra gateway exam	TDOE Report Card – Perkins IV Core Indicator 1S2	86.59%	87.09%	87.59%
	Increase the number of CTE students achieving technical skills attainment	TDOE Report Card – Perkins IV Core Indicator 2S1 – Technical Skill Attainment	96.20%	96.70%	97.20%
	Increase the number of CTE students who complete a CTE program of study	TDOE Report Card – Perkins IV Core Indicator 3S1 – Secondary School Completion	78.99%	79.49%	79.99%

Family and Consumer Sciences Education (Function 1316)

Family and Consumer Sciences programs prepare approximately 7,000 students in grades 7-12 in 45 schools with life-long living and career skills. Family and Consumer Sciences (FACS) programs empower students to manage the challenges of living and working in a diverse, global, ever-changing society. Students develop skills in decision making, problem solving, managing work and family, communication, technology, leadership, citizenship, and workplace readiness. In addition to supporting and complementing the family's role, FACS programs offer students the opportunity to select and prepare for related careers. Courses include career related hands-on learning and laboratory experiences in the following areas: Teen Living, Life Connections, Fashion Design & Merchandising, Child & Lifespan Development, Consumer Economics, Family & Consumer Sciences, Family & Parenting, Interior Design, Housing, Nutrition & Foods, Nutrition Science, Textiles & Apparel, Personal Finance, Personal, and Academic & Career Excellence. Occupational courses are offered in Culinary Arts I, II, & III and Early Childhood Education Careers I, II, & III. The Family and Consumer Sciences subject area provides students with a comprehensive career exploration program to assist them in developing a 4 year high school plan combined with a 2-4 year post-secondary plan to pursue education needed for their chosen career. Students have the opportunity to participate in dual enrollment, articulation, and receive training that leads to industry certification in Early Childhood Education and Culinary Arts (ProStart).

Legally Mandated/Required Curriculum: YES

Legal Reference or Statute: Carl D. Perkins Career and Technical Education Act of 2006 (Public Law 109 – 270)

Operating Budget

	2008-09 Actual	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
Salaries	\$ 4,106,963	\$ 4,248,094	\$ 4,104,617	\$ 3,412,379	\$ 3,524,441
Employee benefits	978,423	1,014,155	1,078,567	900,097	952,765
Professional services	56	-	1,562	1,000	400
Property maintenance services	9,147	16,396	13,012	9,000	9,000
Contracted services	-	-	-	-	-
Supplies & materials	74,442	94,038	47,487	23,437	29,500
Travel	746	4,802	657	-	729
Furniture & equipment	20,382	14,906	648	6,716	-
Other objects	880	1,520	-	1,000	1,000
Total	\$ 5,191,039	\$ 5,393,911	\$ 5,246,550	\$ 4,353,629	\$ 4,517,835
Staffing level	76.00	76.00	76.00	60.00	60.00

Goals, Objectives & Measures

Goal	Objective	Performance Measure	2010-11 Actual	2011-12 Estimated	2012-13 Proposed
1 - Student Achievement	Increase the number of CTE students achieving technical skill attainment.	TDOE Report Card. Perkins IV Core Indicator 2S1 – Technical Skill Attainment	96.20%	96.70%	97.20%

Marketing Education (Function 1317)

Marketing Education consists of sequenced and special interest courses designed for students in grades 9-12 at 7 school sites. Marketing Education is a program of study designed to prepare individuals for initial and continuing employment and education in marketing, management and entrepreneurship. This program is designed to build an understanding of the wide range of social and economic responsibilities that accompany the right to engage in marketing in a free enterprise system. Courses in Marketing Education include: Advertising & Public Relations, Entrepreneurship, Exploration of Marketing & Management, Personal Finance, Personal Finance & Building Wealth, financial Services Marketing, Foundations of Hospitality, International Business & Marketing, Lodging Operations/Hospitality Management, Marketing & Management I and II, Marketing Research & Analysis, Organizational leadership, Retail Operations, Sales Management, Services Marketing, Sports & Entertainment Marketing, Technical Marketing, Travel & Tourism, Virtual Enterprise International, and Wholesale-Logistics Operations.

As a result of taking Marketing Education courses, students acquire skills in economic fundamentals, human resource development, marketing foundations, promotion, math procedures, operational concepts, leadership development, entrepreneurship, managerial leadership, marketing information systems technology and management, personal development, retail fundamentals, product information and technology, communications, selling, risk management, career opportunities, marketing finance, legal issues/regulations, business plan/technical assistance, social/cultural differences, foreign market entry, financial services marketing, banking and investment services operations, credit and collections, financing a business, problem solving, and marketing research. Students have the opportunity to participate in dual enrollment, articulation, and receive training that leads to industry certification.

Students have the opportunity to expand their classroom learning and demonstrate their comprehension of core concepts through participation in Distributive Education Clubs of America (DECA), the student youth organization. The mission of DECA is to enhance the co-curricular education of students with interests in marketing, management and entrepreneurship. DECA helps students develop skills and competence for marketing careers, build self-confidence, experience leadership and practice community service. DECA is committed to the advocacy of marketing education and the growth of business and education partnerships.

Legally Mandated/Required Curriculum: YES

Legal Reference or Statute: Carl D. Perkins Career and Technical Education Act of 2006 (Public Law 109 – 270)

Operating Budget

	2008-09 Actual	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
Salaries	\$ 1,436,743	\$ 1,457,420	\$ 1,466,046	\$ 602,405	\$ 573,284
Employee benefits	355,222	370,230	411,530	153,374	162,778
Professional services	-	-	173	-	-
Property maintenance services	-	-	-	483	500
Contracted services	-	-	-	488	450
Supplies & materials	16,272	10,563	7,450	7,678	6,174
Travel	8,051	693	452	-	-
Furniture & equipment	537	-	210	275	400
Other objects	-	275	-	-	-
Total	\$ 1,816,825	\$ 1,839,181	\$ 1,885,861	\$ 764,703	\$ 743,586
Staffing level	26.00	26.00	26.00	9.00	9.00

**Marketing Education (Function 1317) (concl'd)****Goals, Objectives & Measures**

Goal	Objective	Performance Measure	2010-11 Actual	2011-12 Estimated	2012-13 Proposed
1 - Student Achievement	Increase the number of CTE students achieving technical skill attainment.	TDOE Report Card. Perkins IV Core Indicator 2S1 – Technical Skill Attainment	96.20%	96.70%	97.20%

Radio & Television Broadcasting (Function 1318)

The Radio and Television Broadcasting program is a series of courses available to students in grades 9-12 in 7 high schools and at the Memphis City Schools Telecommunications Center. These courses include: Career Management Success, Media Concepts, Electronic Media Production, and Electronic Media Management and Operations. The Broadcast orientation curriculum includes oral presentations for speech improvement, research and writing of stories for media presentations, basic practices of journalism, ethics in media, legal issues in media, basic equipment operation, FCC Rules and Regulations, and broadcast facility organization. The courses are offered for students interested in either the Audio and Video Technologies sub-cluster or the Journalism and Broadcasting sub-cluster of the arts and communication cluster. The overlap in these industries is extensive as can be witnessed in television, film, music, radio, newspaper, web-cast, and entertainment. Students have the opportunity to participate in dual enrollment, articulation, and receive training that leads to industry certification.

The curriculum includes: media; job descriptions and responsibilities; FCC rules for on-air transmission; speech improvement and live broadcasting; recording and playback technology; news, weather, and traffic information gathering; journalistic use of internet workstation; preparation of logs and records; radio programming practices; and advanced digital recording and editing procedures. Electronic Media Management Operations offers concentrated training in computer system control and programming; current remote control and information gathering technology, such as traffic monitoring and reporting; cellular technology; and computer file transfers.

Legally Mandated/Required Curriculum: Yes

Legal Reference or Statute: Carl D. Perkins Career and Technical Education Act of 2006 (Public Law 109 - 270)

Operating Budget

	2008-09 Actual	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
Salaries	\$ 1,005,762	\$ 895,862	\$ 931,532	\$ 512,635	\$ 597,499
Employee benefits	227,828	204,263	249,225	128,848	180,945
Professional services	25,677	402	9,800	4,925	4,500
Property maintenance services	8,662	112	-	2,915	2,800
Contracted services	14,091	8,058	2,005	4,886	4,586
Supplies & materials	15,653	23,174	4,542	5,318	6,500
Travel	2,128	555	789	2,530	2,400
Furniture & equipment	23,285	880	7,196	7,466	8,654
Other objects	3,592	350	-	2,650	2,650
Total	\$ 1,326,678	\$ 1,133,656	\$ 1,205,089	\$ 672,173	\$ 810,534
Staffing level	19.00	17.00	17.00	9.00	10.00

Goals, Objectives & Measures

Goal	Objective	Performance Measure	2010-11 Actual	2011-12 Estimated	2012-13 Proposed
1 - Student Achievement	Increase the number of CTE students achieving technical skill attainment.	TDOE Report Card. Perkins IV Core Indicator 2S1 – Technical Skill Attainment	96.20%	96.70%	97.20%

Technology Engineering Education (Function 1332)

Technology Engineering is a series of courses designed to provide students the opportunity to appropriately use, manage, apply and assess technology to effectively make decisions and contributions to a rapidly changing technological society. Technology Engineering Education is offered at thirty-one sites, at both Middle and High Schools. The following courses are offered: Exploring Technology grade 6, Inventions and Innovations grade 7, Technological Systems grade 8, Foundations of Technology grades 9-12, Technological Issues grades 10-12, Advanced Technological Applications grades 11-12, Advanced Design Applications grades 11-12, Problems and Solutions in Technology grade 12 (Senior Research Project Course) and Engineering Design AP which may be substituted for Physics credit if taught by a highly qualified teacher or student who pass the Physics exam, grade 12. Technology Engineering provides the opportunity for students to develop higher thinking skills, learn new and emerging technology, apply technology to practical problems, help career choice and planning, build work and safety attitudes, enhance leadership ability, reinforce other subjects, engage in problem solving, and prepare for advanced education and training. The development of leadership, social, civic and occupational skills are provided through the Technology Student Association (TSA). An integrated part of the Instructional program, TSA has Local/Regional, State and National competition.

Project Lead the Way (PLTW) is a national not-for-profit educational program that helps give students the rigorous ground-level education they need to develop strong backgrounds in science, engineering and mathematics. The hands-on, project and problem-based PLTW® approach adds rigor to traditional technical programs and relevance to traditional academics. PLTW seeks to prepare an increasing and more diverse group of students to be successful in engineering technology. PLTW classes are currently offered at Fairview Middle, Wooddale Middle and East High. This year the curriculum will expand from only Design and Modeling™ and Automation and Robotics™ to include The Magic of Electrons™ and The Science of Technology™.

Legally Mandated/Required Curriculum: Yes

Legal Reference or Statute: Carl D. Perkins Career and Technical Education Act of 2006 (Public Law 109 – 270)

Program/Budget Changes: In Spring 2012 a Science, Technology, Engineering and Mathematics (STEM) Academy was added to East High. The mission is to prepare all students to be competent, capable citizens in a technology-dependent society through comprehensive student assessments including traditional tests, project based learning presentations and portfolios. This STEM centric program develops engineering pipelines by featuring a main line education approach focused on standard based foundations, gender awareness, socio-economic concerns and general learner needs. The STEM Academy courses feature a blended learning approach featuring video tutorials, text books and challenging hands on exercises to Establish Engineering Habits of the Mind.

Operating Budget

	2008-09 Actual	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
Salaries	\$ 1,629,620	\$ 1,640,191	\$ 1,747,217	\$ 1,480,968	\$ 1,535,048
Employee benefits	393,855	404,094	451,227	397,570	440,987
Professional services	167	-	-	1,213	1,213
Property maintenance services	-	-	-	2,192	2,192
Contracted services	-	6,500	1,393	2,500	2,500
Supplies & materials	48,287	19,949	6,861	9,735	15,735
Travel	-	-	-	-	-
Furniture & equipment	176,811	3,809	28,625	16,184	10,184
Other objects	-	-	-	-	-
Total	\$ 2,248,740	\$ 2,074,543	\$ 2,235,323	\$ 1,910,362	\$ 2,007,859
Staffing level	33.00	33.00	30.00	26.00	25.00

Technology Engineering Education (Function 1332) (concl'd)

Goals, Objectives & Measures

Goal	Objective	Performance Measure	2010-11 Actual	2011-12 Estimated	2012-13 Proposed
1 - Student Achievement	Increase the number of CTE students meeting graduation requirements by successfully passing the English gateway exam	TDOE ReportCard – Perkins IV Core Indicator 1S1	87.72%	88.22%	88.72%
	Increase the number of CTE students meeting graduation requirements by successfully passing the algebra gateway exam	TDOE Report Card – Perkins IV Core Indicator 1S2	86.59%	87.09%	87.59%
	Increase the number of CTE students achieving technical skills attainment	TDOE Report Card – Perkins IV Core Indicator 2S1 – Technical Skill Attainment	96.20%	96.70%	97.20%
	Increase the number of CTE students who complete a CTE program of study	TDOE Report Card – Perkins IV Core Indicator 3S1 – Secondary School Completion	78.99%	79.49%	79.99%

Career and Technical Education Career Enhancement Program (Function 1335)

The Career Enhancement Program (CEP) is designed to provide academic support services to Careers and Technology students. The program targets 11th and 12th grade academically disadvantaged students who have barriers to achieving success in their selected Careers and Technology majors. The Division of Careers, Technology and Adult Education is required to increase performance levels to maintain Carl Perkins Vocational Funding. CEP addresses Core Indicators 1S1-Academic Attainment, 1S2-Skill Proficiencies and 2D1-Completion. Students who have an IEP mandating they pass the Gateway Tests are included, along with students preparing to take college entrance tests such as the ACT. At some Career and Technical Centers, all Careers and Technical (CTE) students are enrolled in CEP; at others, selected students are enrolled based upon their individual needs.

Legally Mandated/Required Curriculum: Yes

Legal Reference or Statute: Perkins IV, Sec. 122 (C)(7)(A)-(C)

Program/Budget Changes: A change from using the PLATO computer assisted instructional materials to the use of Odyssey is in progress.

Operating Budget

	2008-09 Actual	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
Salaries	\$ 603,446	\$ 524,820	\$ 331,687	\$ 269,407	\$ 282,939
Employee benefits	137,112	117,811	93,977	70,608	78,872
Professional services	-	-	-	-	-
Property maintenance services	-	-	-	-	-
Contracted services	-	150,000	-	-	-
Supplies & materials	3,863	5,155	2,720	3,708	5,764
Travel	-	-	-	2,056	-
Furniture & equipment	-	-	-	-	-
Other objects	-	-	-	-	-
Total	\$ 744,421	\$ 797,786	\$ 428,384	\$ 345,779	\$ 367,575
Staffing level	12.00	12.00	8.00	4.00	4.00

Goals, Objectives & Measures

Goal	Objective	Performance Measure	2010-11 Actual	2011-12 Estimated	2012-13 Proposed
1 - Student Achievement	Increase the number of CTE students meeting graduation requirements by successfully passing the English end of course exam.	TDOE Report Card- Perkins IV Core Indicator 1S1	87.72%	88.22%	88.72%
	Increase the number of CTE students meeting graduation requirements by successfully passing the algebra end of course exam.	TDOE Report Card- Perkins IV Core Indicator 1S2	86.59%	87.09%	87.59%
	Increase the number of CTE students achieving technical skill attainment.	TDOE Report Card- Perkins IV Core Indicator 2S1 – Technical Skill Attainment	96.20%	96.70%	97.20%
	Increase the number of CTE students who complete a CTE program of study	TDOE Report Card- Perkins IV Core Indicator 3S1 – Secondary School Completion	78.99%	79.49%	79.99%

Adult Basic Education (Function 1410)

The Adult Basic Education Program, by and between the Tennessee Department of Labor and Workforce Development, Division of Adult Education and Memphis City Schools, is for the provision of an Adult Education (AE) Program and other related services according to the provisions of the Workforce Investment Act of 1998 (Title II Adult Education and Family Literacy Act), to include basic skills instruction in reading, writing and math, General Educational Development (GED) exam preparation, English for Speakers of Other Languages (ESOL), Family Literacy, Workplace Education including problem-solving, teamwork, critical thinking skills needed for the workplace, basic computer instruction, employability skills integrated in classes at the request of a specific employer, administration of the Official Practice Test (OPT), and preparation for entry into Post Secondary Education or Training. Tennessee Adult Education programs provide adults with the opportunity to acquire and improve functional skills necessary to enhance the quality of their lives as workers, family members, parents and citizens. These programs play an important role in fostering productive employment, effective citizenship, personal and family growth, self-esteem and dignity for adult learners.

The Division of Adult Education has targeted for services the least educated and most in need. Within this group are several target populations:

- those lacking a high school diploma;
- disadvantaged students, including individuals with multiple barriers to educational enhancement, employment and self-sufficiency; such as those who are or have been low income, incarcerated, single parents and displaced homemakers;
- individuals with limited English language proficiency; and individuals with disabilities

The program mission is to provide adult education and literacy services in order to:

- 1) assist adults to become literate and obtain the knowledge and skills necessary for employment and self-sufficiency;
- 2) assist adults who are parents to obtain the educational skills necessary to become full partners in the educational development of their children; and
- 3) assist adults in the completion of a secondary school education.

Classes are scheduled and designed based on the needs of the community. Services are offered through the Messick Adult Education Center and satellite sites throughout Memphis and Shelby County (currently providing 60 GED classes/14 locations and 34 ESOL classes/10 locations). The program serves more than 6,800+ participants (from over 70+ Zip Code areas) and administers more than 25,000 assessment tests annually. Services are also available to employers and community agencies on-site at their request (currently serving Memphis City Schools, Shelby County Head Start, City of Memphis Public Works Division, Memphis Area Career Center, CAAPS, Impact Ministries, Catholic Charities, and Meritan). Classes and services are open to individuals who are seventeen (17) years of age or older and no longer enrolled in a regular day school program.

Participants Served 2007-2011:

Number Assessed for GED Services: 26,494

Number Enrolled in GED Classes: 16,132

Number of GED Diplomas Earned 2007- 2011: 4,478

Funding Source: The Tennessee Department of Labor and Workforce Development, Adult Education and Family Literacy Act (AEFLA) grant funding for this program is allocated at 90% with a 10% local match.

Legally Mandated/Required Curriculum: T.C.A. 49-6-409, T.C.A. 49-6-501, T.C.A. 49-50-201, Workforce Investment Act- Title II, Pub.L. 105-220

Adult Basic Education (Function 1410) (concl'd)

Operating Budget

	2008-09 Actual	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
Salaries	\$ 799,199	\$ 826,648	\$ 831,078	\$ 656,504	\$ 657,412
Employee benefits	144,256	129,498	148,741	102,655	122,469
Professional services	19,987	19,520	19,617	20,000	20,000
Property maintenance services	1,457	2,198	585	2,500	2,500
Contracted services	2,951	2,758	2,278	3,000	3,000
Supplies & materials	33,044	55,656	54,499	27,483	27,483
Travel	18,526	5,330	30,584	500	12,188
Furniture & equipment	8,724	22,581	8,631	-	-
Other objects	-	-	-	-	-
Total	\$ 1,028,144	\$ 1,064,189	\$ 1,096,013	\$ 812,642	\$ 845,052
Staffing level	1.00	1.00	1.00	1.00	1.00

Goals, Objectives & Measures

Goal	Objective	Performance Measure	2010-11 Actual	2011-12 Estimated	2012-13 Proposed
Improve state mandated performance measures as needed for GED Instructional Levels	Increase performance by 1% or more at each level.	AE Performance Levels 2009-2010			N/A
		Level I - 1.0-1.9	63%	106.9%	
		Level II - 2.0-3.9	52%	120.7%	
		Level III - 4.0-5.9	52%	99.3%	
		Level IV - 6.0-8.9	56%	79.6%	
		Level V - 9.0-10.9	72%	88.3%	
		Level VI - 11.0-12.9	63%	111.1%	
Meet or Improve state mandated performance measures as needed for ESOL Instructional Levels	Increase performance by 1% or more at each level.	ESOL Performance Levels 2009-2010			N/A
		Level I - 1.0-1.9	46%	109.2%	
		Level II - 2.0-3.9	55%	100.8%	
		Level III - 4.0-5.9	54%	107.4%	
		Level IV - 6.0-8.9	57%	95.7%	
		Level V - 9.0-10.9	47%	118.9%	
		Level VI - 11.0-12.9	40%	187.5%	
	Increase number served by 5% annually	Potential To Serve: 6,556	N/A	Actual Served 7,020	N/A
	Increase GED and ESOL enrollment by 2%	Actual Enrolled (>12 hours of attendance) in CMATS	N/A	3,547	N/A
	Increase GED completions by 1%	GED completions State Target 72% of Level 4-6 Participants	N/A	07/01/10 – 12/30/11 800* through September 2011	N/A
	Improve overall retention rate by 5%	State Target 75%	N/A	10-11	N/A
				68.1%	

*Indicates performance to date.

Adult Academic Program (Function 1420)

The Adult Academic Program offered through Memphis Adult High School is fully accredited by the Southern Association of Colleges and Schools (SACS). The program provides the opportunity for adults to complete requirements for a regular high school diploma by earning credits (units) in specific subjects. The program is open to anyone seventeen (17) years of age or older who is no longer enrolled in a regular day high school program. Participants are required to satisfy all requirements set forth by Memphis City Schools and the State of Tennessee at the time of their completion. The program mission is to provide adult education and literacy services in order to:

- 1) assist adults to become literate and obtain the knowledge and skills necessary for employment and self-sufficiency;
- 2) assist adults who are parents to obtain the educational skills necessary to become full partners in the educational development of their children; and
- 3) assist adults in the completion of a secondary school education.

Services are offered through the Messick Adult Education Center and Craigmont High School (evening only). The program serves more than 600+ participants annually (from over 30+ Zip Code areas). Services are also available to adults needing additional classes to qualify for college enrollment or employment and training opportunities. Memphis Adult High School has issued 1,410 diplomas since 2001-2002. An additional 347 students (earning credits through MAHS) were issued diplomas by their former school.

Performance Data

Enrolled 2008-09: 610 Diplomas MAHS: 109 Issued by Home School: 53 Certificates: 10
Transferred to GED: 9 GED Earned: 5

Enrolled 2009-10: 655 Diplomas MAHS: 130* Issued by Home School: 56 Certificates: 6
Transferred to GED: 5 GED Earned: 2

Enrolled 2010-2011: 679 Diplomas MAHS: 178 * Issued by Home School: 73 Certificates: 26
*Includes PM School

Funding Source: Tennessee Department of Education Basic Education Program

Operating Budget

	2008-09 Actual	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
Salaries	\$ 447,623	\$ 442,817	\$ 350,506	\$ 338,323	\$ 338,323
Employee benefits	44,945	49,758	46,889	48,181	56,500
Professional services	15,875	18,621	8,164	20,000	20,000
Property maintenance services	570	-	585	2,611	2,111
Contracted services	159	-	43	-	500
Supplies & materials	3,430	6,082	11,735	3,000	3,000
Travel	-	-	-	-	-
Furniture & equipment	-	-	-	-	-
Other objects	-	-	-	-	-
Total	\$ 512,602	\$ 517,278	\$ 417,922	\$ 412,115	\$ 420,434
Staffing level	-	-	-	-	-

Adult Academic Program (Function 1420) (concl'd)

Goals, Objectives & Measures

Goal	Objective	Performance Measure	2010-11 Actual	2011-12 Estimated	2012-13 Proposed
Improve adult high school graduation rate	MAHS - Improve potential graduate and certificate completion rate by 5%	Enrolled Fall Semester Diplomas Issued Certificates Issued	655 155 6	696 178 26	730
	Increase the number of Gateway Prep students scoring proficient or advanced by 3%	Total students currently enrolled in Algebra Gateway Prep	78%	82%	N/A
	Increase current rate of proficiency for English Gateway students by 3%	Total Students currently enrolled in English Gateway Prep	85%	90%	N/A

Adult Vocational Education (Function 1430)

Adult Vocational Education programs are designed to provide adult populations with job skills training and re-training opportunities, and occupational services for entry and reentry into the labor market. Skills training programs and services for adults are offered both day and evening, at Messick Adult Center, Trezevant Career and Technology Center, and Southwest Career and Technology Center. This is a fee based program. Fees collected are used to maintain equipment and supply needs for programs offered.

- 1) assist adults to become literate and obtain the knowledge and skills necessary for employment and self-sufficiency;
- 2) assist adults who are parents to obtain the educational skills necessary to become full partners in the educational development of their children; and
- 3) assist adults in the completion of a secondary school education.

The program serves more than 1,500+ class enrollments annually (from over 30+ Zip Code areas). Services are available to adults needing additional classes to qualify for college enrollment or employment and training opportunities. Training services are also provided to Workforce investment Network and Vocational Rehabilitation clients referred through Individual Training Accounts to eligible adults and dislocated workers.

Performance Data (Based on Individual Student Enrollments)

Enrolled 2008-2009: 532	Completers/Certificates: 442
Enrolled 2009-2010: 549	Completers/Certificates: 450
Enrolled 2010-2011: 387	Completers/Certificates: 264 (Issued through November 2010)

Funding Source: Local

Legally Mandated/Required Curriculum: T.C.A. 49-6-409, T.C.A. 49-50-201, T.C.A. 49-6-501, Workforce Investment Act – Title II, Pub.L. 105-220

Operating Budget

	2008-09 Actual	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
Salaries	\$ 331,981	\$ 430,632	\$ 405,918	\$ 352,743	\$ 352,743
Employee benefits	69,271	95,857	79,474	50,000	58,908
Professional services	-	-	-	-	-
Property maintenance services	-	-	-	-	-
Contracted services	-	-	-	-	-
Supplies & materials	2,892	1,895	(6)	1,984	1,984
Travel	224	-	-	-	-
Furniture & equipment	-	-	-	-	-
Other objects	-	-	-	-	-
Total	\$ 404,368	\$ 528,384	\$ 485,386	\$ 404,727	\$ 413,635
Staffing level	-	-	-	-	-

Adult Vocational Education (Function 1430) (concl'd)

Goals, Objectives & Measures

Goal	Objective	Performance Measure	2010-11 Actual	2011-12 Estimated	2012-13 Proposed
1 - Student Achievement	Improve enrollment by 5% over previous year	Number of participants enrolled	549*	387*	N/A
	Improve completion rate by 5% over previous year	Number of participants completing course	450*	264*	N/A

*Indicates performance to date.

Careers, Technology and Adult Education (Function 2270)

The Division of Careers, Technology and Adult Education provides system wide leadership and instructional support to middle schools, high schools, career technical centers and adult education sites. Over 19,982 students with a class enrollment of 41,431 in grades 6-12, are served in the following program areas: Business and Office Education, Family and Consumer Sciences, Marketing Education, Radio and TV Broadcasting, Health Science Technology, Technology Education, and Trade and Industrial Education. Of the 29,000 students served: 14,108 are economically disadvantaged; 1,859 are special needs and over 200 are limited English. The Division serves 80 schools and educational facilities and 521 adult and secondary teachers providing educational supportive services to insure compliance in accordance with laws and regulations governing the operation of programs funded under Carl D. Perkins IV: structured programmatic professional development for teachers, increased support for career technical programs that strengthen the academic and technical skills of students through the integration of coherent and rigorous content aligned with challenging academic standards and relevant career and technical coursework; city-wide in-service and craft and advisory council meetings and training sessions; career and technical student organizations (CTSOS); and competitive events at the local, state and national levels are also supported by these funds.

On an average, over 8,000 adult education students are served through various educational and supportive programs.

Legally Mandated/Required Curriculum: Yes

Legal Reference or Statute: Carl D. Perkins Career and Technical Improvement Act of 2006 (Public Law 109-270)

Program/Budget Changes: The position of Curriculum Development Coordinator (0105-0800) has been changed to a Senior Student Information Data Specialist (0110-4100) at the same salary grade (120). This position has primary responsibility for all internal/external data and teacher/student information for the completion of local, state and federal reports. It serves as a liaison between the Division of Careers, Technology and Adult Education and works within and across domains to ensure the accuracy of careers and technology data reporting to the state via the EIS reporting system.

Operating Budget

	2008-09 Actual	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
Salaries	\$ 639,920	\$ 605,261	\$ 602,617	\$ 602,635	\$ 612,950
Employee benefits	151,691	137,564	136,047	137,245	145,440
Professional services	123,721	93,219	95,231	49,363	48,400
Property maintenance services	1,946	2,481	974	2,886	3,000
Contracted services	50	300,424	807	10,623	11,013
Supplies & materials	44,071	68,515	18,456	16,440	16,338
Travel	4,879	5,574	6,923	-	2,031
Furniture & equipment	-	812	378	1,470	-
Other objects	-	-	-	-	-
Total	\$ 966,278	\$ 1,213,850	\$ 861,433	\$ 820,662	\$ 839,172
Staffing level	12.00	12.00	9.00	7.00	7.00

Careers, Technology and Adult Education (Function 2270) (concl'd)

Goals, Objectives & Measures

Goal	Objective	Performance Measure	2010-11 Actual	2011-12 Estimated	2012-13 Proposed
1 - Student Achievement	Student attainment of challenging academic content standards and student academic achievement standards, as adopted by the State in accordance with section 1111(b)(1) of the Elementary and Secondary Education Act of 1965 and measured by the State determined proficient levels on the academic assessments described in section 1111(b)(3) of this Act.	<ul style="list-style-type: none"> Standardized assessments TDOE Report Card Increase in number of CTE students successfully passing the English and algebra gateway exams 	87.72%	88.22%	88.72%
2 - Accountability	Student attainment of career and technical skill proficiencies, including student achievement on technical assessments, that are aligned with industry-recognized standards, if available and appropriate.	<ul style="list-style-type: none"> Number of CTE students Meeting mastery in program area competencies at 70% and above. 	96.20%	96.70%	97.20%
3 - Parent & Community Involvement	Student rates of attainment of each of the following: (I) A secondary school diploma; (II) A General Education Development (GED) credential, or other State-recognized equivalent (including recognized alternative standards for individuals with disabilities); (III) A proficiency credential, certificate, or degree, in conjunction with a secondary school diploma (if such credential, certificate, or degree is offered by the State in conjunction with a secondary school diploma).	<ul style="list-style-type: none"> Increase in number of CTE students who complete a program of study Number of students dual and/or co-enrolled, articulated and/or complete adult high school or earn a GED equivalent 	78.99%	79.49%	79.99%
4 - Healthy Youth Development	Increased student graduation rates (as described in section 1111(b)(2)(C)(vi) of the Elementary and Secondary Education Act of 1965).	Percentage of CTE completing high school and number of concentrators.	78.68%	79.18%	79.68%
5 - Safety & Discipline	Student placement in postsecondary education or advanced training, in military service, or in employment.	Percentage of students entering post secondary education, advanced training, entering military service of entry level employment	93.79%	94.29%	94.79%
6 - Diversity	Student participation in and completion of career and technical education programs that lead to non-traditional fields, certifications and licensure.	Increase in the percentage of students completing non traditional programs of study.	24.64%	25.14%	25.74%

Adult Education Support (Function 2275)

This budget represents costs related to the operation and supervision of adult and secondary academic education programs, survival/employment skills development and community education programs. These programs/projects represented by this budget are:

- Adult Education and Training – ABE, GED, ESOL, 353: Staff Development – Adult Academic High School (Credit Program) – Adult Vocational Education/VESL, and GED+2 Options, P.M. Schools, and Electrical and Sheet Metal Apprenticeship Programs.
- Adult Volunteer Literacy Program – WIN (Title II A @ 77% - Title II C @ 82%); and the Comprehensive Out-of-School Youth Program (COSYP), and In-School Youth Program.
- Adult Centers – Messick Adult Education Center, various churches, educational facilities and public/private institutions
- In-School and Out-of-School Workforce Investment Network (WIN) Programs, Rapid Response Dislocated Worker and English Literacy and Civics Programs.

Legally Mandated/Required Curriculum: Yes

Legal Reference or Statute: Provided in General Assurances of each agreed upon and legally authorized contract. Funds in this budget support the attainment of goals/objectives for state and federally funded Adult Education and skills training programs. These funds are used as required matching funds and to provide "in-kind" services peculiar to the specific grant. Matching requirements range from 10% to 34%.

Operating Budget

	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget	2012-13 Budget
Salaries	\$ 317,500	\$ 350,325	\$ 259,057	\$ 436,244	\$ 419,120
Employee benefits	87,769	90,920	70,944	96,225	102,243
Professional services	6,189	7,838	3,076	13,403	13,100
Property maintenance services	11,844	7,750	2,506	9,844	9,844
Contracted services	12,264	3,370	2,477	21,432	20,604
Supplies & materials	15,357	17,675	11,351	55,674	56,805
Travel	6,446	2,104	12	5,778	5,778
Furniture & equipment	13,051	1,253	12,810	13,051	13,051
Other objects	112	102	142	596	596
Total	\$ 470,532	\$ 481,337	\$ 362,375	\$ 652,247	\$ 641,141
Staffing level	7.00	7.33	5.33	4.33	4.33

Goals, Objectives & Measures

Goal	Objective	Performance Measure	2010-11 Actual	2011-12 Estimated	2012-13 Proposed
Refer to functions 1410, 1420 and 1430					

Regional Superintendent – Northeast (Region 3) (Function 2411)

The primary objective of the Northeast Region is to provide academic support to principals, teachers, parents and students in 21 elementary schools, 5 middle schools, 1 K-8 school, 5 high schools, 1 STEM Academy, 1 career & technology school, 3 charter schools, and 1 school designed to address the academic needs of students with disabilities. Additionally, we provide supervisory and parent support to 1 elementary, 1 K-8 schools, 1 middle, and 3 high schools that are Striving (SSZ) or Achievement School District (ASD). The work also includes providing leadership to school administrators; presenting academic and operational feedback through team walk-throughs; ensuring continued academic and social support to students that help to improve their overall success; deploying regional content specialists and coaches to schools based on needs; advising, mentoring and coaching principals with decision making; addressing community, parent and student needs; and supporting/monitoring District initiatives to ensure full implementation.

Legally Mandated/Required Curriculum: Yes

Legal Reference or Statute: T.C.A. § 49-2-301(b)(1)(G)

Operating Budget

	<u>2008-09 Actual</u>	<u>2009-10 Actual</u>	<u>2010-11 Budget</u>	<u>2011-12 Budget</u>	<u>2012-13 Budget</u>
Salaries	\$ 365,629	\$ 362,916	\$ 447,308	\$ 429,355	\$ 422,054
Employee benefits	90,597	109,658	121,703	117,056	120,689
Professional services	6,940	8,313	5,952	3,000	4,350
Property maintenance services	6,531	1,913	3,276	4,219	4,000
Contracted services	6,400	1,525	1,129	-	160
Supplies & materials	27,842	19,879	20,676	14,614	12,277
Travel	4,668	12,252	4,650	5,610	5,792
Furniture & equipment	97,079	9,694	13,609	2,000	2,354
Other objects	716	579	1,036	-	508
Total	<u>\$ 606,402</u>	<u>\$ 526,729</u>	<u>\$ 619,339</u>	<u>\$ 575,854</u>	<u>\$ 572,184</u>
Staffing level	6.00	6.00	5.00	5.00	5.00

Regional Superintendent – Northeast (Region 3) (Function 2411) (concl'd)

Goals, Objectives & Measures

Goal	Objective	Performance Measure	2010-11 Actual	2011-12 Estimated	2012-13 Proposed
1 - Student Achievement	To maintain and increase the efficiency, and accountability/ compliance of principals and schools in the development and implementation of systemic processes that promote sustainable academic growth and positive organizational structures	Summative/Formative data compstat meetings Principal Evaluations Regular conferences held with principals school walk throughs	100%	100%	100%
1 - Student Achievement	To Increase the principal's leadership capacity and professional knowledge through regional professional development based on identified needs	Percent of District meetings Regional professional development held in assigned regional schools or at the regional office	100%	100%	100%
1 - Student Achievement	To increase teacher's knowledge and instructional pedagogy through deployment of regional coordinators, content specialists, and coaches in schools based on needs	Percent of weekly schools visits conducted in assigned regional schools Regional professional development held in assigned regional schools or at the regional office	100%	100%	100%
2 - Accountability	To ensure regional accounting practices and reporting are done in accordance with established Internal audit guidelines	Number of schools in conformity with GAAP (Generally Accepted Accounting Principles)	100%	100%	100%
2 - Accountability	To ensure implementation of District initiatives and goals	Number of schools rated with documented evidence of program implementation	100%	100%	100%
3 - Parent & Community Involvement	To establish on-going communication and collaboration with parents to strengthen School-Parent/ Community-Student support	Number of meetings and communications with parents	Three District Parent Assemblies Six Regional Parent Assemblies Two District-Wide Parent Organization President's Meetings Four Regional Parent Organization President's Meetings	Three District Parent Assemblies conducted Six Regional Parent Assemblies conducted Two District-Wide Parent Organization President's Meetings conducted Four Regional Parent Organization President's Meetings conducted	Three District Parent Assemblies conducted Six Regional Parent Assemblies conducted Two District-Wide Parent Organization President's Meetings conducted Four Regional Parent Organization President's Meetings conducted
4 - Healthy Youth Development	To promote student leadership and healthy youth development	Number of Student Advisory Council Meetings held per semester	None	One	One
5 - Safety & Discipline	To maintain a positive, and safe learning environment for students and staff	Number of schools with discipline and emergency management plans in place	100%	100%	100%

Regional Superintendent – Northwest (Region 1) (Function 2412)

The primary objective of the region is to provide academic support to principals, teachers, parents and students in 26 elementary schools, 7 middle schools, 9 high schools, 3 alternative schools, and 11 charter schools. The work also includes providing leadership to school administrators; presenting academic and operational feedback through team walk-throughs; ensuring continued academic and social support to students that helps to improve their overall success; deploying regional content specialists and coaches to schools based on needs; advising, mentoring and coaching principals with decision making; addressing community, parent and student needs; and supporting/monitoring District initiatives to ensure full implementation.

Legally Mandated/Required Curriculum: Yes

Legal Reference or Statute: T.C.A. § 49-2-301(b)(1)(G)

Operating Budget

	<u>2008-09 Actual</u>	<u>2009-10 Actual</u>	<u>2010-11 Budget</u>	<u>2011-12 Budget</u>	<u>2012-13 Budget</u>
Salaries	\$ 383,396	\$ 454,796	\$ 469,489	\$ 440,774	\$ 431,963
Employee benefits	73,156	86,646	98,666	91,589	93,393
Professional services	3,448	9,237	3,313	1,800	1,560
Property maintenance services	2,050	294	-	1,680	1,680
Contracted services	18,565	909	50	-	-
Supplies & materials	34,607	29,550	15,777	12,819	15,808
Travel	5,775	7,796	2,545	6,000	5,000
Furniture & equipment	109,425	12,723	24,315	11,922	4,236
Other objects	1,895	505	410	560	-
Total	<u>\$ 632,317</u>	<u>\$ 602,456</u>	<u>\$ 614,565</u>	<u>\$ 567,144</u>	<u>\$ 553,640</u>
Staffing level	6.00	6.00	5.00	5.00	5.00

Regional Superintendent – Northwest (Region 1) (Function 2412) (concl'd)

Goals, Objectives & Measures

Goal	Objective	Performance Measure	2010-11 Actual	2011-12 Estimated	2012-13 Proposed
1 - Student Achievement	To maintain and increase the efficiency, and accountability/ compliance of principals and schools in the development and implementation of systemic processes that promote sustainable academic growth and positive organizational structures	Percent of data/ compstat meetings/ conferences held with principals and school walk – throughs conducted in assigned regional schools	100%	100%	100%
1 - Student Achievement	To increase the principals' leadership capacity and professional knowledge through regional professional development based on identified needs	Percent of meetings /sessions/regional professional development held in assigned regional schools	100%	100%	100%
1 - Student Achievement	To increase teachers' knowledge and instructional pedagogy through deployment of regional content specialists and coaches in schools based on needs	Percent of weekly schools visits conducted in assigned regional schools	100%	100%	100%
1 - Student Achievement	To maintain /increase principals' leadership capacity for improving student achievement through weekly regional site visits	Percent of site visits conducted by regional leadership team	100%	100%	100%
2 - Accountability	To ensure region accounting practices and reporting done in accordance with established Internal Audit guidelines	Number of schools in conformity with GAAP (Generally Accepted Accounting Principles)	100%	100%	100%
2 - Accountability	To ensure implementation of District initiatives and goals	Number of schools rated with documented evidence of program implementation	100%	100%	100%
3 - Parent & Community Involvement	To establish On-going communication and collaboration with parents and community stakeholders to strengthen School-Parent/Community-Student support	Number of meetings and communications with community and parent presentations by regional staff	2 Parent/ Community Presentations conducted	2 Parent/ Community Presentations conducted	3 Parent/ Community Presentations
4 - Healthy Youth Development	To promote student leadership and healthy youth development	Number of Student Advisory Council Meetings held per semester	2 Sessions conducted	2	2
5 - Safety & Discipline	To maintain positive, safe, respectful learning environments for students and staff	Number of schools with discipline and emergency management plans in place	100%	100%	100%

Regional Superintendent – Southwest (Region 2) (Function 2414)

The primary objective of the region is to provide academic support to principals, teachers, parents and students in 26 elementary schools, 10 middle schools, 10 high schools, 3 alternative schools, 3 charter schools and 1 specialty school. The work also includes providing leadership to school administrators; presenting academic and operational feedback through team walk-throughs; ensuring continued academic and social support to students that helps to improve their overall success; deploying regional content specialists to schools based on needs; advising, mentoring and coaching principals with decision making; addressing community, parent and student needs; and supporting/monitoring District initiatives to ensure full implementation.

Legally Mandated/Required Curriculum: Yes

Legal Reference or Statute: T.C.A. § 49-2-301(b)(1)(G)

Operating Budget

	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget	2012-13 Budget
Salaries	\$ 414,180	\$ 447,029	\$ 449,026	\$ 429,296	\$ 421,839
Employee benefits	98,185	89,763	104,836	96,631	99,981
Professional services	21,020	8,871	10,038	4,500	4,500
Property maintenance services	4,588	185	1,523	2,000	1,000
Contracted services	1,306	287	368	2,000	1,000
Supplies & materials	24,071	13,595	15,048	6,000	7,000
Travel	22,740	19,025	7,553	9,000	14,000
Furniture & equipment	89,747	6,612	8,629	6,477	3,477
Other objects	1,950	947	20	2,000	1,000
Total	\$ 677,787	\$ 586,314	\$ 597,041	\$ 557,904	\$ 553,797
Staffing level	6.00	6.00	5.00	5.00	5.00

Regional Superintendent – Southwest (Region 2) (Function 2414) (concl'd)

Goals, Objectives & Measures

Goal	Objective	Performance Measure	2010-11 Actual	2011-12 Estimated	2012-13 Proposed
1 - Student Achievement	To maintain and increase the efficiency, and accountability/ compliance of principals and schools in the development and implementation of systemic processes that promote sustainable academic growth and positive organizational structures	Percent of data/ compstat meetings/ conferences held with principals and school walk – throughs conducted in assigned regional schools	100%	100%	100%
1 - Student Achievement	To Increase the principal's leadership capacity and professional knowledge through regional professional development based on identified needs	Percent of meetings /sessions/regional professional development held in assigned regional schools	100%	100%	100%
1 - Student Achievement	To increase teachers' knowledge and instructional pedagogy through deployment of regional content specialists in schools based on needs	Percent of weekly schools visits conducted in assigned regional schools	100%	100%	100%
2 - Accountability	To ensure region accounting practices and reporting done in accordance with established Internal Audit guidelines	Number of schools in conformity with GAAP (Generally Accepted Accounting Principles)	100%	100%	100%
2 - Accountability	To ensure implementation of District initiatives and goals	Number of schools rated with documented evidence of program implementation	100%	100%	100%
3 - Parent & Community Involvement	To establish On-going communication and collaboration with parents and community stakeholders to strengthen School-Parent/Community-Student support	Number of meetings and communications with community via Demand Parent and Town Hall Meetings	2 Demand Parent Meetings conducted 2 Town Hall Meetings conducted	2 Demand Parent Meetings conducted 2 Town Hall Meetings conducted	2 Demand Parent Meetings conducted 2 Town Hall Meetings conducted
4 - Healthy Youth Development	To promote student leadership and healthy youth development	Number of Student Advisory Council Meetings held per semester	2 Sessions conducted	2	2
5 - Safety & Discipline	To maintain positive, safe, respectful learning environments for students and staff	Number of schools with discipline and emergency management plans in place	100%	100%	100%

Regional Superintendent – Southeast (Region 4) (Function 2416)

The Regional Superintendent's Office is designed for the purpose of implementation and alignment of the district's goals, school improvement, accelerated student achievement, parental involvement, and oversight for the operation of safe and welcoming of schools in the southeast region of Memphis City Schools. The Regional Office is responsible for the academic achievement of all schools within the region as well as implementation of the initiatives identified to help reach the six (6) specified strategic goals. The Regional Office provides leadership for the instructional focus and supervises the school administrators in school improvement planning, academics, the teaching and learning process, and professional development.

Additionally, each region is responsible for:

- all aspects of the region – academic and non-academic
- facilitation of feedback from local parents, business persons, students, and educators
- tailoring its optional/magnet and specialty school programs to fit the individual needs of its students, as well as the stakeholders within the region
- providing administrative, academic, supervisory and support personnel deployed in the Region
- ensuring that adequate resources such as textbook, supplies, maintenance, before and after-school programs are available within the Region

Legally Mandated/Required Curriculum: Yes

Legal Reference or Statute: 0520-1-8-.01: REQUIREMENTS FOR CREATION OR REACTIVATION OF CITY SCHOOL SYSTEMS and 0520-01-03-.01 APPROVAL OF SCHOOLS

Operating Budget

	<u>2008-09 Actual</u>	<u>2009-10 Actual</u>	<u>2010-11 Budget</u>	<u>2011-12 Budget</u>	<u>2012-13 Budget</u>
Salaries	\$ 360,301	\$ 440,364	\$ 419,742	\$ 403,446	\$ 411,782
Employee benefits	80,333	93,666	95,690	92,256	101,729
Professional services	13,435	16,314	16,864	34,121	8,627
Property maintenance services	6,914	1,894	3,309	5,000	5,000
Contracted services	2,661	5,132	4,150	2,700	2,700
Supplies & materials	55,477	11,521	15,561	6,650	6,650
Travel	12,129	14,921	9,685	5,000	5,000
Furniture & equipment	44,752	3,067	12,977	2,500	2,500
Other objects	2,760	2,143	2,873	1,500	1,500
Total	\$ 578,762	\$ 589,022	\$ 580,851	\$ 553,173	\$ 545,488
Staffing level	6.00	6.00	4.00	4.00	5.00

Regional Superintendent – Southeast (Region 4) (Function 2416) (concl'd)

Goals, Objectives & Measures

Goal	Objective	Performance Measure	2010-11 Actual	2011-12 Estimated	2012-13 Proposed
1 - Student Achievement	Increase % of Students scoring Advanced/Proficient on TCAP	% Students ID as Proficient and Advanced	K-8 RLA = 49 K-8 MATH = 40 HS RLA = 61 HS MATH = 44	K-8 RLA = 66 K-8 MATH = 60 HS RLA = 74 HS MATH = 63	TBA
	Increase number of literacy enrichment opportunities for Pre-K Children	Number of Schools providing Pre-K Programs	45* (Based on Budget and Space)	55 (Based on Budget and Space)	TBA
	Increase the number of schools meeting state AYP Targets	Number of Schools Meeting AYP Target		15%	TBA
2 - Accountability	Ensure region accounting practices and reporting done in accordance with established Internal Audit guidelines	Number of schools in conformity with GAAP (Generally Accepted Accounting Principles)	53%	53%	50%
2 - Accountability	Ensure implementation of district initiatives and goals	85% or more schools rated with documented evidence of program implementation (Principal's Binder Review)	NA	90%	95%
	Conduct Professional Development Sessions tailored to Regional Needs	Number of sessions held for Principals, Faculty and Staff	Sessions Held: Principals - 103 APs - 54 Teachers/PDSCCs - 86 Counselors - 18 Faculty - 45	TBD Principals - 103 APs - 54 Teachers/PDSCCs - 86 Counselors - 18 Faculty - 45	TBD
3 - Parent & Community Involvement	Establish On-going communication and collaboration with parents and community stakeholders to strengthen School-Parent/Community-	Periodic meetings and communications with community via Demand Parent meetings, discussion forums, open house visits	2 Demand Parent Meetings Conducted 100% Schools Visited during School Open Houses	Parent Advisory Council meetings monthly 2 Demand Parent Meetings Conducted 100% Schools Visited	TBD
4 - Healthy Youth Development	Promote student leadership and healthy youth development	Conduct 2 or more Student Advisory Council Meetings per semester	3 Sessions conducted = 75%	100%	100%
	Establish and support Health and Wellness clinic in SE Region	Ensure that space for designated facility allocated	100% (Facility located at Sheffield Career and Tech Center)	NA	NA
5 - Safety & Discipline	Maintain positive, safe, and respectful environment for students and staff	Ensure all schools have discipline and emergency management plans in place	100% *Additionally, all schools trained in Kingian Model	100%	100%

Striving Schools (Function 2417)

The purpose of the Department of School Operations/Striving School Zone is to provide support to all Memphis City Schools to ensure that academic achievement is a supreme priority for its students. This includes providing support academically to the Regional Superintendents, principals, teachers, parents and students in all MCS schools, professional development opportunities to make decisions around data, managing school personnel responsibilities for maximum benefit, responding to the needs of the stakeholders of the schools, and reporting feedback from frequent walkthroughs, monitoring District initiatives to ensure full implementation with fidelity, and Compstat 20 Day Report outs. In addition to these responsibilities, we are also responsible for supporting 28 of our High Priority Schools (coordination of the administrative functions of the 28 Schools in the Striving School Zone). We also coordinate the District's academic calendar and Tennessee Consolidated School Improvement Plan (TCSIP). Lastly, we provide support to the High School Robotics Teams and Elementary and Middle School Lego Teams.

Legally Mandated/Required Curriculum: Yes

Legal Reference or Statute: T.C.A. § 49-2-301(b)(1)(G)

Operating Budget

	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget	2012-13 Budget
Salaries	\$ 311,309	\$ 402,272	\$ 435,984	\$ 445,430	\$ 446,181
Employee benefits	60,794	78,068	92,104	93,132	92,442
Professional services	928,409	800	4,694	5,000	2,000
Property maintenance services	-	-	-	1,000	1,000
Contracted services	2,538	1,712	443	1,300	300
Supplies & materials	11,132	7,582	4,279	7,700	2,450
Travel	9,716	12,171	4,250	3,000	12,250
Furniture & equipment	3,950	860	1,825	1,000	1,000
Other objects	-	-	-	-	-
Total	\$ 1,327,848	\$ 503,465	\$ 543,579	\$ 557,562	\$ 557,623
Staffing level	5.00	5.00	5.00	5.00	5.00

Goals, Objectives & Measures

Goal	Objective	Performance Measure	2010-11 Actual	2011-12 Estimated	2012-13 Proposed
1 - Student Achievement	To afford appropriate academic support and leadership to regional superintendents, principals and schools to promote student achievement.	Compstat meetings/ cluster meetings/monthly meeting held with regional superintendents, principals, exemplary educators, and academic coaches, and school walkthroughs conducted in Striving Schools	100%	100%	
	To increase the regional superintendents' leadership capacity and professional knowledge through professional development based on identified needs	Percent of meetings /sessions/ professional development held	100%	100%	
	To increase the regional superintendents' leadership capacity and professional knowledge through professional development based on identified needs	Percent of meetings /sessions/ professional development held	100%	100%	

Technology and Careers Administration (Function 2420)

Technology and Careers Administration provides funding for administrators and clerical support for six career and technology centers and one adult education center. Such administrators include career and technology principals, assistant principals, administrative and high school financial secretaries. These staff members provide educational and supportive services to teachers as they strive to meet the needs of the students by using individualized and group counseling and teaching career and technical skills oriented toward individualized instruction. These services include constant curriculum study and revision, counseling and job placement, making use of advisory committees from the community, students, business and industry.

Legally Mandated/Required Curriculum: Yes

Legal Reference or Statute: Elementary and Secondary Education Act of 1965

Operating Budget

	2008-09 Actual	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
Salaries	\$ 1,640,308	\$ 1,664,167	\$ 1,699,103	\$ 1,376,611	\$ 1,425,263
Employee benefits	398,536	397,488	440,223	366,797	404,601
Professional services	3,565	3,306	2,645	6,581	6,116
Property maintenance services	14,442	6,559	14,942	9,432	3,124
Contracted services	8,714	5,638	16,985	5,333	4,333
Supplies & materials	33,666	28,459	34,753	16,199	13,507
Travel	6,091	5,553	4,993	-	-
Furniture & equipment	7,399	11,696	7,585	3,500	1,099
Other objects	-	-	-	-	-
Total	\$ 2,112,721	\$ 2,122,866	\$ 2,221,229	\$ 1,784,453	\$ 1,858,043
Staffing level	29.00	28.00	28.00	23.00	23.00

Goals, Objectives & Measures

Goal	Objective	Performance Measure	2010-11 Actual	2011-12 Estimated	2012-13 Proposed
Refer to functions 1311, 1313, 1314, 1315, 1316, 1317, 1318, 1332, 1335 and 2270					

STUDENT SUPPORT

Wayne Booker, Executive Director of Student Support

MISSION STATEMENT:

Our mission is to provide all children with a wholesome K-12 experience through high-quality enrichment, extracurricular and intervention support.

STRATEGIC GOALS:

The Department of Student Support encompasses all the District's Goals: 1 – Student Achievement, 2 – Accountability, 3 – Parent & Community Involvement, 4 – Healthy Youth Development and 5 – Safety & Discipline. The Department of Student Support is charged with providing academic behavioral-social support to students. The Department of Student Support is charged with providing academic behavioral-social support to students; counseling services; parent and community engagement efforts; extended learning opportunities and programs; after-school programs; school-age child care; student leadership- efficacy training; Driver Education; JROTC (26 high schools-Army + 1 Air Force JROTC high school); EdPlan™ services/support; and electronic communications via ParentLink to over 72,000 households in the district. This department also collaborates with the National and Memphis Urban Debate Leagues to provide exposure and experience for middle and high school students in the area of public speaking and developing arguments to support claims in an analysis of substantive topics, using valid reasoning and relevant and sufficient evidence.

ISSUES & TRENDS:

The Department of Student Support's aim is to limit the number of overage students in different grades, to greatly impact and increase graduation rate, increase student engagement, parent-community involvement, improve social-behavioral support, increase academic course offering through expanded learning programs and other options while reducing student dropout rate.

EdPlan™ is a data system that encompasses academic performance and supports, behavior improvement planning and tracking, graduation planning, and 504 and IEP modifications and accommodations for students in grades PreK-12. This software and its requisite modules allow teachers to better assess and track student academic performance, social and emotional counseling efforts, as well as provide a means for school counselors to direct services where they are most needed and required for each student. EdPlan was implemented district wide during the fiscal year 2010-11 for grades 8-11 and will extend to the 12th grade by the next fiscal year. The plan will provide all students an education plan tailored to their particular academic and/or social-behavioral status. Some funding to support this effort has been shifted from Fund 1 to Fund 6 (Race To The Top).

FISCAL YEAR 2011-12 PERFORMANCE HIGHLIGHTS:

- Graduation impact: 25 percent
- Increased Summer Program participation by 23 percent
- Percentage of parents rating "5" on the survey has increased by ten percent

FISCAL YEAR 2012-13 BUDGET HIGHLIGHTS:

The Department of Student Support has reorganized several divisions within the department to more closely focus on Parent and Community Engagement; Driver Education; Student Behavior and Leadership; JROTC; Counseling Services, and Extended Learning Opportunities. In the area of Behavior Support, Behavior Specialists have been removed from the 2012-13 budget, as a cost-savings measure, and the programs of work for Counselors, In-School Suspension Specialists, Social and Mental Health professionals have been readjusted to ensure a seamless and continuous support structure is in place to promote climate and safety throughout the schools.

**STUDENT SUPPORT (concl'd)**

The objectives are to extended learning beyond the classroom by collaborating more closely with Parents, Community Agencies, and a more academic focus for after-school programs. Additionally, benchmarks and measures have been established to assess/determine effectiveness of the strategies/reorganization efforts.

Driver Education Tuition (Function 1160)

The Driver Education Tuition Program is an extension of the regular school day program that is presented at each individual school during the school day. This program is designed for students that cannot or who choose not to take the course during regular school hours. Many students from Shelby County also take advantage of the opportunity the tuition class affords. We also participate in the States' CDTP Program (Cooperative Driver Testing Program). This program is designed to help reduce wait time at the Department of Safety as well as provide students the opportunity to earn a waiver from further testing at the Department of Safety.

Legally Mandated/Required Curriculum: Yes

Legal Reference or Statute: T.C.A. § 55-50-322(f)

Operating Budget

	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget	2012-13 Budget
Salaries	\$ 97,338	\$ 100,151	\$ 73,385	\$ 88,280	\$ 84,043
Employee benefits	12,515	15,050	11,826	14,746	13,333
Professional services	100	723	-	1,990	-
Property maintenance services	382	243	1,159	1,170	1,170
Contracted services	181	52	107	250	250
Supplies & materials	35	8,564	8,564	8,564	8,564
Travel	-	-	-	-	-
Furniture & equipment	-	-	-	-	-
Other objects	-	-	-	-	-
Total	\$ 110,551	\$ 124,783	\$ 95,041	\$ 115,000	\$ 107,360

Staffing level	-	-	-	-	-
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Goals, Objectives & Measures

Goal	Objective	Performance Measure	2010-11 Actual	2011-12 Estimated	2012-13 Proposed
1- Student Achievement	To improve the success rate of students enrolled in driver education programs	Increase in the number of students enrolled in the Driver Education Program that meet TN DOS standards	Baseline Year	91%	95%
2- Accountability	Improve student engagement in Driver Education	Increase in the number of students and adults enrolled in the Driver Education program	Baseline Year	399	420
3 - Parent & Community Involvement	Department to host information sessions to inform parents of programs expectations and activities	Increase in the number of parents that attend sessions related to students enrollment	Baseline Year	30%	35%

Driver Education Instruction (Function 1161)

The mission of Driver and Traffic Safety Education is to prepare students in Memphis City Schools with the knowledge and skills required to live safe and productive lives in the 21st century. Students must be 15 years of age and physically able, with or without the use of aids, to operate a motor vehicle. Students should register for driver education classes at their attending school. Students who score 80 or above on the Tennessee Knowledge Test and/or 88 or above on the Driving Test may be waived from further testing when applying for a Tennessee Driver's License or instructional Permit. Driver Education is an elective course that can be used to fulfill graduation requirements. This function is partially funded from City of Memphis Moving Traffic Violation collections. Funding is also received from the State of Tennessee.

Operating Budget

	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget	2012-13 Budget
Salaries	\$ 1,419,247	\$ 1,392,137	\$ 1,436,551	\$ 757,293	\$ 750,819
Employee benefits	331,421	320,466	369,431	176,889	211,571
Professional services	1,214	1,533	301	1,619	-
Property maintenance services	5,217	19,111	12,516	10,692	3,242
Contracted services	1,031	615	742	674	-
Supplies & materials	43,900	35,990	42,846	38,557	10,143
Travel	-	-	-	-	-
Furniture & equipment	29,260	15,052	16,600	15,141	-
Other objects	58	59	-	59	-
Total	\$ 1,831,348	\$ 1,784,963	\$ 1,878,987	\$ 1,000,924	\$ 975,775
Staffing level	24.00	24.00	24.00	12.00	12.00

Goals, Objectives & Measures

Goal	Objective	Performance Measure	2010-11 Actual	2011-12 Estimated	2012-13 Proposed
1 - Student Achievement	To improve the success rate of students enrolled in driver education programs	Increase in the number of students enrolled in the Driver Education Program that meet TN DOS standards	95%	91%	95%
2 - Accountability	Improve student engagement in Driver Education	Increase in the number of students and adults enrolled in the Driver Education program	3,200	3,017	3,200
3 - Parent & Community engagement	Department to host information sessions to inform parents of programs expectations and activities	Increase in the number of parents that attend sessions related to students enrollment	36%	30%	35%

Junior Reserve Officer Training Corps (J.R.O.T.C.) (Function 1162)

The Junior ROTC program is designed to provide leadership instruction to high school students through a curriculum that has been developed in response to changing educational philosophies and concepts. Junior ROTC objectives are: developing leadership, self-reliance, responsiveness to properly constituted authority, appreciation of physical fitness, ability to communicate effectively, and attitudes related to responsible citizenship and patriotism. The Junior ROTC program includes Cadet Challenge physical fitness training sponsored by the President's Council on Physical Fitness and personal financial training through the National Endowment for Financial Education. The State has approved successful completion of 2 years of JROTC substitutes for one credit of Lifetime Wellness and ½ credit of PE. Successful completion of 3 years of JROTC substitutes for ½ credit of personal finance and ½ credit of US Government.

The Memphis City Schools Junior ROTC program is one of the largest in the nation with 26 high schools participating and more than 4,100 cadets. White Station provides an honors JROTC curriculum for cadets after the first year. We continue to attract high-achieving students. There is absolutely no military obligation for high school students who participate in Junior ROTC and instructors do not act as adjunct Army recruiters. However, there are advantages for those who complete one or more years of JROTC instruction. College level ROTC Scholarship applications and Service Academy applications consider Junior ROTC achievement. There is increased rank and pay for those who do enter one of the armed forces. Federal Scholarship money awarded last year for cadets amounted to \$ 1,155,760.00.

The Army provides a curriculum that is accredited by SACS and CITA. It also provides funding for cadet uniforms, electronic classroom equipment to include computers, TV's, cleaning and maintenance of uniforms and equipment, JCLC (summer camp), and student materials for a total cost of \$504,085.11 last year. The School System is reimbursed for approximately half of the salary paid to the Junior ROTC instructors, excluding fringe benefits for a total of \$1,710,307.91 last year. All JROTC instructors are certified by the Army and licensed by the state of Tennessee.

Operating Budget

	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget	2012-13 Budget
Salaries	\$ 3,747,730	\$ 4,050,278	\$ 3,994,321	\$ 2,790,931	\$ 2,996,699
Employee benefits	674,368	695,912	811,272	551,379	639,480
Professional services	-	2,800	3,175	10,000	3,000
Property maintenance services	-	150	150	2,000	2,700
Contracted services	13,162	12,327	8,833	5,000	8,100
Supplies & materials	6,698	9,729	4,165	1,767	3,100
Travel	121	-	427	5,200	400
Furniture & equipment	-	25,975	-	-	-
Other objects	-	-	20	-	1,000
Total	\$ 4,442,079	\$ 4,797,171	\$ 4,822,363	\$ 3,366,277	\$ 3,654,479
Staffing level	65.00	66.00	66.00	55.00	55.00

Goals, Objectives & Measures

Goal	Objective	Performance Measure	2010-11 Actual	2011-12 Estimated	2012-13 Proposed
Goal 1: Student Achievement – Accelerate the academic performance of cadets	To improve the Cadets attendance, GPA and standardize test performances	Increase scores in GPA and standardize test scores of JROTC vs. non JROTC students	Establish Baseline	Average Attendance of JROTC cadets =90.86 Average GPA of JROTC cadets = 2.25	Show increase in both of JROTC cadets

Athletics (Function 1170)

The athletic program provides students the opportunity to expand their physical talents, learn to work as a team, and develop leadership skills while encouraging students to stay in school. (S.G. #1) Many students progress to higher levels of education through athletic scholarships. Due to rising costs for equipment and supplies and low attendance at events, athletics is not self-supporting; see Revenues – Local Funds – Stadium Receipts (Strategic Goal #3). To maintain a quality athletic program requires funds for maintaining and purchasing equipment, liability insurance, coaches supplements, fees for officials, tickets and trophies, rental fees for special events. (Strategic Goal. #5).

Operating Budget

	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget	2012-13 Budget
Salaries	\$ 2,846,035	\$ 2,638,001	\$ 2,489,505	\$ 2,376,554	\$ 2,412,009
Employee benefits	518,684	468,524	492,375	453,148	465,084
Professional services	617,202	708,536	721,306	520,189	398,091
Property maintenance services	5,568	-	8,227	5,096	5,096
Contracted services	56,329	188,382	(9,332)	174,168	174,168
Supplies & materials	9,724	30,335	(3,501)	8,542	8,542
Travel	46,018	28,437	29,281	20,466	21,394
Furniture & equipment	336,719	362,578	340,252	146,272	53,638
Other objects	-	-	-	-	-
Total	\$ 4,436,279	\$ 4,424,793	\$ 4,068,113	\$ 3,704,435	\$ 3,538,022
Staffing level	18.00	21.00	11.00	11.00	11.00

Goals, Objectives & Measures

Goal	Objective	Performance Measure	2010-11 Actual	2011-12 Estimated	2012-13 Proposed
1 - Student Achievement	Increase the percentage of student-athletes ACT and GPA	SMS – intervention and accountability	70%	80%	100%
3 - Parent & Community Involvement	Parents attending pre-season meetings, training	Collaborate with all stakeholders who provide assistance to student-athletes.	70%	80%	100%
5 - Safety & Discipline	To create a safe athletic environment where students are held accountable for their actions, learn the skills of athleticism and sportsmanship	Decrease in the number of infractions	70%	80%	100%

Secondary Summer School (Function 1183)

The Summer School program consists of several distinct programs: Extended Year, Intervention K-8, Overage-for-Grade (OAG) 3-7, and New Course Work HS. Extended Year provides students in grades 6-12 an opportunity to recover courses failed during the current school year. Through the use of a computer-based software program that is correlated to MCS curricula and State standards, students can recover coursework for up to two subjects. Elementary and middle programs provide students in grades 1-8 an opportunity to attend one of two distinct programs; Overage-for-Grade or Intervention Summer School. These programs allow students an opportunity to stay on track by attending a 26-day program. Students are provided a summer school curriculum which they must successfully pass. Allowing students to continue toward graduation in a timely manner deters dropout and helps encourage students to continue their pursuit of a career or higher education. New coursework is provided for high school students. These courses include District-designed curriculum guides that match the regular curriculum and address required tests. Approximately 500 to 600 students graduate each summer. In the past two years, approximately 5,500 secondary students were promoted based on their performance in the summer program. The Middle Summer Programs has 513 students and 1,463 elementary intervention students were promoted. This budget operates through two fiscal years and the budget presented does not illustrate the expenses for the complete summer. For 2010 and 2011, the number of students participating in Secondary Summer School has been stable. However, the use of on-line course offerings through extended year and overage for grade programs, has allowed the District to expand the number of courses offered and provide greater flexibility to students. In 2011, 88% of students enrolled completed summer school and 84% of those who entered with Intent to Graduate applications did earn a high school diploma.

Legally Mandated/Required Curriculum: Yes

Legal Reference or Statute: Board Policy 4.603

Operating Budget

	2008-09 Actual	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
Salaries	\$ 3,297,634	\$ 3,068,035	\$ 2,007,576	\$ 2,322,417	\$ 2,326,819
Employee benefits	421,430	540,394	334,511	407,323	328,471
Professional services	72,755	433,325	79,372	24,607	15,607
Property maintenance services	313,539	5,631	5,166	90,000	50,000
Contracted services	29,663	264,876	12,662	122,108	90,108
Supplies & materials	328,065	37,896	32,787	137,785	117,785
Travel	9,210	1,460	6,712	6,040	6,040
Furniture & equipment	-	-	-	-	-
Other objects	-	-	-	-	-
Total	\$ 4,472,296	\$ 4,351,617	\$ 2,478,786	\$ 3,110,280	\$ 2,934,830
Staffing level	-	1.00	1.00	2.00	2.00

Goals, Objectives & Measures

Goal	Objective	Performance Measure	2010-11 Actual	2011-12 Estimated	2012-13 Proposed
2 - Accountability	Reduce the percentage of students who are two (2) or more overage for grade	Reduce the % of students OAG in grades 6-12	25%	25%	25%
	Longitudinal graduation rate increase by 3 percent	Percentage of earned credit in Credit Recovery and Extended Year	21.50%	25%	25%

Elementary Counseling Services (Function 1510)

Elementary counseling programs create a facilitative, caring, and supportive school environment for the students in the Memphis City Schools. In collaboration with the administration, school, staff, District staff, parents, community members and agency personnel, counselors develop an integrated, comprehensive network of support systems to provide each student with experiences necessary to succeed at higher levels and expand career options. Counselors identify student needs, interpret data, make appropriate referrals, and provide focused interventions. They support academic achievement and facilitate positive personal-social development through individual/group counseling/guidance, classroom presentations, and family support. This support sometimes involves identifying mentors and tutors for these students and connecting them with appropriate resources. In order to fully implement state approved K-5 Counseling Standards, elementary counselors need additional resources to establish a more uniform curriculum. They are supported and monitored by two elementary counseling supervisors and a coordinator.

The Mission of Memphis City Schools Counseling Services is to provide leadership, training and support to professional school counselors in the implementation of a comprehensive, standards-based counseling program leading to the academic success, career development and personal/social well-being of a diverse student population. The implementation and use of EdPlan will assist in ensuring that students receive the academic and social support needed to be successful throughout their PreK-12 school years.

Staffing level is formula based. For more information, please see staffing formula in Informational Section.

Legally Mandated/Required Curriculum: Yes

Legal Reference or Statute: T.C.A. § 49-5-302, § 49-5-5003, § 49-5-5004 and § 49-6-303

Program Budget/Changes: Three Professional School Counselor positions were eliminated due to the closure of three elementary schools: Georgia Avenue, Graceland, and Lakeview.

Operating Budget

	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget	2012-13 Budget
Salaries	\$ 6,427,186	\$ 6,342,346	\$ 6,623,536	\$ 6,556,948	\$ 6,387,836
Employee benefits	1,518,859	1,496,443	1,759,697	1,747,026	1,814,803
Professional services	-	2,500	(2,500)	2,700	2,700
Property maintenance services	-	-	-	-	-
Contracted services	449	596	-	-	-
Supplies & materials	9,891	15,167	19,029	32,582	32,584
Travel	476	1,347	3,730	-	-
Furniture & equipment	7,246	798	-	-	-
Other objects	-	-	-	450	450
Total	\$ 7,964,107	\$ 7,859,197	\$ 8,403,492	\$ 8,339,706	\$ 8,238,373
Staffing level	107.00	106.00	107.00	109.00	105.00

**Elementary Counseling Services (Function 1510) (concl'd)****Goals, Objectives & Measures**

Goal	Objective	Performance Measure	2010-11 Actual	2011-12 Estimated	2012-13 Proposed
3 - Parent & Community Involvement	Increase parents' awareness of promotion /graduation requirements and changes.	Counseling Services' Participation in Parent Assembly meetings and Demand Parent Summits	4	4	4
1 - Student Achievement 2 - Accountability 6 - Diversity	Professional development for all counselors with additional development for new counselors	Two professional development meetings for all counselors will be conducted each semester; two professional development sessions per semester will also be held for new counselors	2	2	2

Secondary Counseling Services (Function 1511)

Secondary counseling programs create a facilitative, caring, and supportive school environment for the students in the Memphis City Schools. In collaboration with the administration, school, staff, District staff, parents, community members and agency personnel, counselors develop an integrated, comprehensive network of support systems to provide each student with experiences necessary to succeed at higher levels and expand career options. Counselors identify student needs, interpret data, make appropriate referrals, and provide focused interventions. They support academic achievement and facilitate positive personal-social development through individual/group counseling/guidance, classroom presentations, and family support. This support sometimes involves identifying mentors and tutors for these students and connecting them with appropriate resources. In order to fully implement state approved 6-12 Counseling Standards; secondary counselors need additional resources to establish a more uniform curriculum. They are supported and monitored by two secondary supervisors and a coordinator.

The Mission of Memphis City Schools Counseling services is to provide leadership, training and support to professional school counselors in the implementation of a comprehensive, standards-based counseling program leading to the academic success, career development and personal/social well-being of a diverse student population. The implementation and use of EdPlan will assist in ensuring that students receive the academic and social support needed to be successful throughout their PreK-12 school years.

Staffing level is formula based. For more information, please see staffing formula in Informational Section.

Legally Mandated/Required Curriculum: Yes

Legal Reference or Statute: T.C.A. § 49-5-302, § 49-5-5003, § 49-5-5004 and § 49-6-303

Operating Budget

	2008-09 Actual	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
Salaries	\$ 8,761,710	\$ 8,380,812	\$ 8,354,531	\$ 7,585,014	\$ 7,547,097
Employee benefits	2,032,722	1,933,048	2,198,250	1,974,776	2,136,542
Professional services	750	3,874	130	4,500	4,500
Property maintenance services	-	-	-	-	-
Contracted services	1,278	960	176	-	-
Supplies & materials	19,401	19,890	25,756	50,299	33,234
Travel	1,916	4,912	8,171	6,064	8,582
Furniture & equipment	26,074	7,921	-	-	-
Other objects	-	-	-	-	-
Total	\$ 10,843,851	\$ 10,351,417	\$ 10,587,014	\$ 9,620,653	\$ 9,729,955
Staffing level	168.00	148.00	133.00	128.00	125.00

Goals, Objectives & Measures

Goal	Objective	Performance Measure	2010-11 Actual	2011-12 Estimated	2012-13 Proposed
1 - Student Achievement 2 - Accountability	Increase counselor accountability for increasing college scholarship offers.	Increase % of seniors receiving academic scholarships.	+15%	+15%	+15%
2 - Accountability 3 - Parent & Community Involvement	Increase accountability on focused plans created in 2009-2010 cohort using an electronic process (ED Plan)	Increase the number of grad plans completed in Ed Plan.	98%	98%	100%

Extended Contract – Career Ladder (Function 1901)

The Extended Contracts – Career Ladder program is a State-funded program that provides the District monetary resources for extended day and summer programs. Funds are used throughout the District to assist schools with offering before and after-school and Saturday tutoring. Schools can use funds to tutor for the Tennessee Comprehensive Assessment Program (TCAP), ACT, Gateway, End of Course, and Improving Student Achievement (ISA). In addition, funds are allocated for District summer programs such as Elementary Summer School, Overage for Grade, and New Coursework.

Legally Mandated/Required Curriculum: Yes

Legal Reference or Statute: Policy 4.603

Operating Budget

	2008-09 Actual	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
Salaries	\$ 1,492,729	\$ 2,625,339	\$ 1,505,749	\$ 1,507,498	\$ 1,634,092
Employee benefits	202,656	366,732	253,145	251,602	125,008
Professional services	-	-	-	-	-
Property maintenance services	-	-	-	-	-
Contracted services	-	-	-	-	-
Supplies & materials	-	-	-	-	-
Travel	-	-	-	-	-
Furniture & equipment	-	-	-	-	-
Other objects	-	-	-	-	-
Total	\$ 1,695,385	\$ 2,992,071	\$ 1,758,894	\$ 1,759,100	\$ 1,759,100
Staffing level	-	-	-	-	-

Goals, Objectives & Measures

Goal	Objective	Performance Measure	2010-11 Actual	2011-12 Estimated	2012-13 Proposed
1 - Accountability	Improve student achievement in major core academic areas as determined by classroom grades earned (grades 1 to 12)	Final classroom grade in all major content areas, compared to the six-week grade of a D or F in the course	98% of students who attend at least 80%	98% of students who attend at least 80%	
	Improve student performance on the TCAP Achievement Test (grades 2 to 8)	TCAP Achievement Test	+3%	+3%	
	Improve student performance on the Gateway and End of Course Tests/ACT (grades 9 to 12)	Algebra I, Biology, English II, US History, (EOC) ACT	+3%	+3%	
	Summer School Program	Number of students attending summer program compared to the number promoted	+25%	+25%	

Driver Education/J.R.O.T.C. Support (Function 1931)

The Driver Education and JROTC division provides the instructional component and service programs that support, supplement and enhance students' regular academic learning opportunities.

The programs are supplemental support toward motivating students to achieve academically at high levels.

Legally Mandated/Required Curriculum: Yes

Legal Reference or Statute: T.C.A. § 46-6-3401

Operating Budget

	2008-09 Actual	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
Salaries	\$ -	\$ 709,252	\$ 742,361	\$ 757,945	\$ 671,389
Employee benefits	-	168,710	193,439	202,889	174,076
Professional services	-	-	-	-	-
Property maintenance services	-	-	-	7,500	5,000
Contracted services	-	-	-	-	900
Supplies & materials	-	-	-	-	750
Travel	-	8,210	7,633	7,500	2,000
Furniture & equipment	-	-	-	-	6,350
Other objects	-	-	-	-	-
Total	\$ -	\$ 886,172	\$ 943,433	\$ 975,834	\$ 860,465
Staffing level	-	10.00	10.00	10.00	10.00

Goals, Objectives & Measures

Goal	Objective	Performance Measure	2010-11 Actual	2011-12 Estimated	2012-13 Proposed
1- Student Achievement	To improve the success rate of students enrolled in driver education programs	Increase in the number of students enrolled in the Driver Education Program that meet TN DOS standards	1,371	(5%) 1,440	(7%) 1,467
2- Accountability	Improve student engagement in Driver Education	Increase in the number of students and adults enrolled in the Driver Education program	2,499	3,017	3,200
	To insure that units are meeting the Army /Air Force standards.	Meet the Army/Air Force standards as shown in their inspections.	Honor Unit with Distinction-11 Honor Unit-7 Merit Unit-4	Honor Unit with Distinction-10 Honor Unit-8 Merit Unit-4	Increase in the number of units scoring above Satisfactory.
5 - Safety & Discipline	Maintain a positive, safe and respectful environment for all students and staff.	Decrease the number of accidents by 100%	Two (2)	Two (2)	Zero (0)
	No losses of property	Annual hand receipt updates and turn-in of cadet uniforms	Establish Baseline	No losses of property. Clothing loss of \$3,041.57	Continue management practices to minimize losses.

Student Support (Function 1940)

The Department of Student Support provides district leadership for academic and engagement support for students through the following programs/divisions: Students Support Services, Counseling Services, School Age Child Cares, Community Resource, Athletic, JROTC, Driver Education, Behavior Intervention, Parental Involvement and Community Engagement, Grad Coaches and Ed Plan support.

The only program that is bound by legal obligations is Guidance Services. However, most of the programs are supported by local Board policies such as, Parental Engagement, Positive Behavior Interventions, academic intervention, etc.

Legally Mandated/Required Curriculum: Yes

Legal Reference or Statute: T.C.A. § 46-6-3401

Program/Budget Changes: Twenty Behavioral Specialist positions will be eliminated in fiscal year 2012-13

Operating Budget

	2008-09 Actual	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
Salaries	\$ 1,761,878	\$ 3,077,318	\$ 2,732,934	\$ 3,236,510	\$ 2,390,473
Employee benefits	496,200	986,358	965,641	1,060,240	818,369
Professional services	245,143	25,835	342,511	1,109,411	919,241
Property maintenance services	2,218	555	3,932	5,250	5,250
Contracted services	4,206	4,515	149,759	14,908	14,908
Supplies & materials	3,992	3,009	3,065	19,023	19,023
Travel	5,123	5,358	6,395	5,000	5,000
Furniture & equipment	11,271	1,294	991	2,343	2,343
Other objects	-	-	-	-	-
Total	\$ 2,530,031	\$ 4,104,242	\$ 4,205,228	\$ 5,452,685	\$ 4,174,607
Staffing level	4.00	139.00	107.00	95.00	75.00

Goals, Objectives & Measures

Goal	Objective	Performance Measure	2010-11 Actual	2011-12 Estimated	2012-13 Proposed
2 - Accountability	Increase the cohort graduation rate.	% rate per year to reach 90% in 2014-15	62%		
	Decrease the cohort dropout rate.	+5% annually	+5%	+5%	+5%
	Reduce the percentage of students in grades 3-5 who are 2 or more years Overage for Grade	25% annually	25%	25%	25%
	Reduce the percentage of students in grades 6-8 who are 2 or more years Overage for Grade	10% annually	10%	10%	10%
	Increase the scores of graduating seniors on the ACT	2% annually or 19 composite	2%	2%	2%
5 - Safety & Discipline	Reduce the number of serious incidents in all schools from 34 incidents per 1,000 to 24 incidents per 1,000	Decrease office referral by 10%	10%	10%	10%

Parent and Community Engagement (PACE) (Function 2215)

The Division of Parent and Community Engagement is responsible for providing education, training and supportive resources for students and their families through a comprehensive integrated service delivery system. This is facilitated through the utilization of collaborative, cooperative, interagency networks and school-linked services to promote the welfare and academic achievement of students pre-kindergarten through grade 12. Family Resource Centers (FRCS) are the primary vehicles and structural mechanisms through which resources and services to children and their families are augmented. The divisional units are:

- Family Support Services: Family Resource Centers, Parent Learning Academy, and Parent Assembly.
- Educational Support Services: Teen Parenting, Parent Education and Training, Memphis City and Shelby County Schools Homeless Children and Youth Program, Parent Seminar and No Child Left Behind (NCLB) Family Specialists.
- Community Education: Community Engagement, Juvenile Court, Memphis and Shelby County Health Department, Department of Children Services, Department of Human Services, Head Start, Tennessee Commission on Children and Youth, LeBonheur Center for Children and Parents, PTAs, PTOs, parent organizations, workshops, conferences, and seminars.

Operating Budget

	2008-09 Actual	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
Salaries	\$ 497,134	\$ 562,830	\$ 320,168	\$ 447,468	\$ 431,511
Employee benefits	135,024	144,799	78,282	121,671	132,134
Professional services	49,879	85,539	106,226	65,608	63,665
Property maintenance services	2,581	3,668	4,614	10,000	8,000
Contracted services	20,400	25,755	7,908	9,550	8,550
Supplies & materials	78,609	88,379	121,694	100,000	80,311
Travel	9,086	20,011	1,397	1,000	1,000
Furniture & equipment	125,728	18,107	3,474	500	2,500
Other objects	6,666	250	-	500	500
Total	\$ 925,107	\$ 949,338	\$ 643,763	\$ 756,297	\$ 728,171
Staffing level	18.00	20.00	6.00	7.00	7.18

Goals, Objectives & Measures

Goal	Objective	Performance Measure	2010-11 Actual	2011-12 Estimated	2012-13 Proposed
3 - Parent & Community Involvement	To increase parent participation in PACE sponsored activities	Evaluations, School Climate Surveys	2,500	3,289	50,000
	Increase total number of active Watch D.O.G.S. Organizations	Actual number of Watch D.O.G.S. registered through PACE	64	73	100

Family Resource Centers (Function 2223)

Family Resource Centers are supportive resources for students and their families through a comprehensive integrated service delivery system. This is facilitated through the utilization of collaborative, cooperative, interagency networks and school-linked services to promote the welfare and academic achievement of students pre-kindergarten through grade 12. Family Resource Centers (FRCS) are the primary vehicles and structural mechanisms through which resources and services to children and their families are augmented.

- Educational Support Services: Teen Parenting, Parent Education and Training, Parent Summits and No Child Left Behind (NCLB) Family Specialists.
- Community Education: Community Engagement, Juvenile Court, Memphis and Shelby County Health Department, Department of Children Services, Department of Human Services, Head Start, Tennessee Commission on Children and Youth, LeBonheur Center for Children and Parents, parent organizations, workshops, conferences, and seminars. This program is fully funded by the State of Tennessee.

Program/Budget Changes: Funding for the two Family Resource Manager positions is split with function 2215.

Operating Budget

	2008-09 Actual	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
Salaries	\$ -	\$ 141,901	\$ 70,592	\$ 65,647	\$ 65,512
Employee benefits	-	56,819	23,469	23,188	23,982
Professional services	-	-	-	-	-
Property maintenance services	-	-	-	-	-
Contracted services	-	-	-	-	-
Supplies & materials	-	1,080	5,839	-	-
Travel	-	-	-	-	-
Furniture & equipment	-	-	-	-	-
Other objects	-	-	-	-	-
Total	\$ -	\$ 199,800	\$ 99,900	\$ 88,835	\$ 89,494
Staffing level	-	-	2.00	1.82	1.82

Goals, Objectives & Measures

Goal	Objective	Performance Measure	2010-11 Actual	2011-12 Estimated	2012-13 Proposed
To eliminate social barriers that prevent families from assisting their children.	Provide services, resources and emotional support to strengthen families.	Family Resource Center Managers submit an annual report that is submitted to the state at the end of each school year.	150,000 Parental Contacts	150,000 Parental Contacts	150,000 Parental Contacts
Collaborate with social and educational agencies to provide support to parents to increase student achievement.	Provide education, targeted prevention, and crisis intervention when needed to students and families.	Budget submitted to state in a timely manner	N/A	N/A	N/A
		Family Resource Center Managers turn in a 9 week report.	N/A	N/A	N/A

Ida B. Wells Academy (Function 2540)

Ida B. Wells Academy, the only Middle School of Choice within MCS, is designed for sixth, seventh, and eighth grade students who are experiencing academic or social setbacks in traditional classroom settings. Ida B. Wells Academy offers a learner-centered, nurturing environment where students have an opportunity to acquire the skills necessary to experience daily success.

Students are recommended to attend Ida B. Wells Academy: by a referring assigned middle school or Parent's Choice; if they are over-age for grade, experienced academic failure in reading/language arts and/or math, or would benefit from a small student/teacher ratio. The student-to-teacher ratio of 12-15:1 allows teachers and support staff to design lessons and behavioral adjustment strategies tailored to meet each student's needs. In addition, peer mediation, service learning, and other social interventions are integrated into daily lessons and the overall school curriculum.

The Academy has a teaching staff of ten core area teachers as well as an Instructional Facilitator, Instructional Resource teacher and, a Vocal Music teacher. The Academy also includes the following support staff members: Instructional Facilitator, Professional School Counselor, School Psychologist, and Student Engagement Coordinator. All staff members work collaboratively to develop academic plans, behavior modification programs, provide interventions and various follow-up services to support sustained student success. The Academy has adopted an interdisciplinary team approach, which allows multiple disciplines to work with student behavior and academic enhancement.

In addition, numerous leadership and professional development opportunities are provided for staff, students, and parents to help the development of skills to address behavior and academic challenges of the students. Parental and community involvement includes full participation in many monthly Parent power Meetings, Academy Incentive Activities, Service Learning Projects, and Tutorial Camps. Students who attend the Academy have the opportunity to participate in the Students Leadership Council, Performance POD, or in a variety of athletics including Girls and Boys Basketball, Cross Country, Cheer, and Dance.

Students and staff members at the Academy have received city, state, and national awards for their creative and/or academic accomplishments. At the Academy, attention is paid to promoting high academic achievement, fostering interaction skills, developing students in a holistic manner, and providing a caring and nurturing learning environment. The amazing success of the Ida B. Wells Academy model is reflected through continuous high quality teacher development and student improvements in academics, attendance, and behavior. The overall goal of the Academy is to adequately prepare middle school students to compete globally in academic and social areas of high school and beyond.

Legally Mandated/Required Curriculum: Yes

Operating Budget

	2008-09 Actual	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
Salaries	\$ 681,867	\$ 673,331	\$ 673,700	\$ 733,826	\$ 802,549
Employee benefits	142,884	151,291	177,092	188,376	230,191
Professional services	2,092	4,765	1,210	3,000	3,000
Property maintenance services	7,977	5,167	3,978	15,222	15,222
Contracted services	3,177	2,415	145	1,186	1,186
Supplies & materials	48,208	47,709	34,600	22,925	22,925
Travel	1,525	1,882	(64)	3,200	3,200
Furniture & equipment	20,662	30,230	45,984	44,510	44,510
Other objects	-	-	-	-	-
Total	\$ 908,392	\$ 916,790	\$ 936,645	\$ 1,012,245	\$ 1,122,783
Staffing level	15.00	15.00	15.00	15.00	15.00

Ida B. Wells Academy (Function 2540) (concl'd)

Goals, Objectives & Measures

Goal	Objective	Performance Measure	2010-11 Actual	2011-12 Estimated	2012-13 Proposed
1 - Student Achievement	Students apply acquired learning to develop and interpret new knowledge and skills. Students see school as an opportunity for continuous improvement and preparation for life.	Formative and Summative Assessment data (Ex. Annual AYP and School-wide TCAP scores)	Good Standing	Good Standing	Good Standing
2 - Accountability	Students evaluate, analyze, compute, and infer information to solve real-world problems. Students demonstrate the use of prior knowledge and skills to create new products and performances.	Formative and Summative Assessment data (Ex. Annual AYP and School-wide TCAP scores) Evaluation and feedback of Data-Analysis school-wide processes (Ex. Weekly Assessment Performance, Weekly Test-N-Talk sessions, Data Meetings, Peer Cluster Group Discussions)	Good Standing	Good Standing	Good Standing
3 - Parent & Community Involvement	Students process situations and make appropriate choices. Students accept responsibility for the choices they make.	Formative & Summative Social data (Ex: Attendance and Discipline data) Periodic Agenda Book Checks; Feedback from Peer Mediation data; School-wide Incentive participation increases.	85% of student population experienced no Level 3-5 offenses.	80% of student population will not experience Level 3-5 offenses.	95% of student population will not experience Level 3-5 offenses.
4 - Healthy Youth Development	Academy will share operating strategies, academic and social goals and provide on-going support through dialogue to parents, community, and additional stakeholders.	Evaluation data from monthly Parent Power meetings, Adopt-A-School Meetings, and Site-Based Council feedback	Exemplary	Exemplary	Exemplary

Special Initiatives and Student Engagement (Function 2555)

Special Initiative and Student Engagement consist of four distinct programs: After School Memphis, Extended Contract, Summer School, and Memphis Urban Debate League. After School Memphis provides opportunities for students to stay engaged after the school day by attending community or school centered enrichment programs. Currently, there are over 23 programs under the After-School Memphis umbrella operating in the District at 13 different middle and high schools. As for the Memphis Urban Debate League, twenty-three Urban Debate League programs are operating throughout Memphis, with an additional six being proposed for the upcoming year. Twenty teams debate each other locally and nationally. All programs that are supported by Function 2555 are designed to support students in maintaining progress and motivation to graduate and beyond.

Legally Mandated/Required Curriculum: Yes

Legal Reference or Statute: Policy 4.306

Operating Budget

	2008-09 Actual	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
Salaries	\$ 1,056,746	\$ 540,551	\$ 231,537	\$ 292,218	\$ 163,847
Employee benefits	213,787	112,942	54,428	50,496	39,938
Professional services	103,386	275,230	80,362	74,133	196,116
Property maintenance services	-	-	6	-	-
Contracted services	12,971	20,306	4,161	11,544	15,000
Supplies & materials	619,239	50,636	7,909	6,250	11,250
Travel	30,072	48,645	992	900	7,100
Furniture & equipment	36,327	3,769	322	-	-
Other objects	-	3,300	-	-	-
Total	\$ 2,072,528	\$ 1,055,379	\$ 379,717	\$ 435,541	\$ 433,251
Staffing level	14.00	6.00	3.00	3.00	2.50

Goals, Objectives & Measures

Goal	Objective	Performance Measure	2010-11 Actual	2011-12 Estimated	2012-13 Proposed
1 - Student Achievement	Increase the cohort graduation rate.	% rate per year to reach 90% in 2014-15	62%	62%	62%
	Decrease the cohort dropout rate.	+5% annually	5%	5%	5%
	Reduce the percentage of students in grades 3-5 who are 2 or more years Overage for Grade	25% annually	25%	25%	25%
	Reduce the percentage of students in grades 6-8 who are 2 or more years Overage for Grade	10 annually	10%	10%	10%
	Increase the scores of graduating seniors on the ACT	2% annually or 19 composite	2%	2%	2%
5 - Safety & Discipline	Reduce the number of serious incidents in all schools from 34 incidents per 1,000 to 24 incidents per 1,000	Decrease office referral by 10%	10%	10%	10%

SFSF Safe & Drug Free Schools (Function 2852)

The Blue Ribbon Behavior Initiative, launched in 2004, is Memphis City Schools' comprehensive plan for identifying problems related to student behavior and developing strategies for solving those problems. Positive Behavior Intervention and Supports (PBIS) has been the underlying process of the Blue Ribbon Initiative to document needs and use data-based problem-solving to develop interventions at universal, secondary and tertiary levels.

Operating Budget

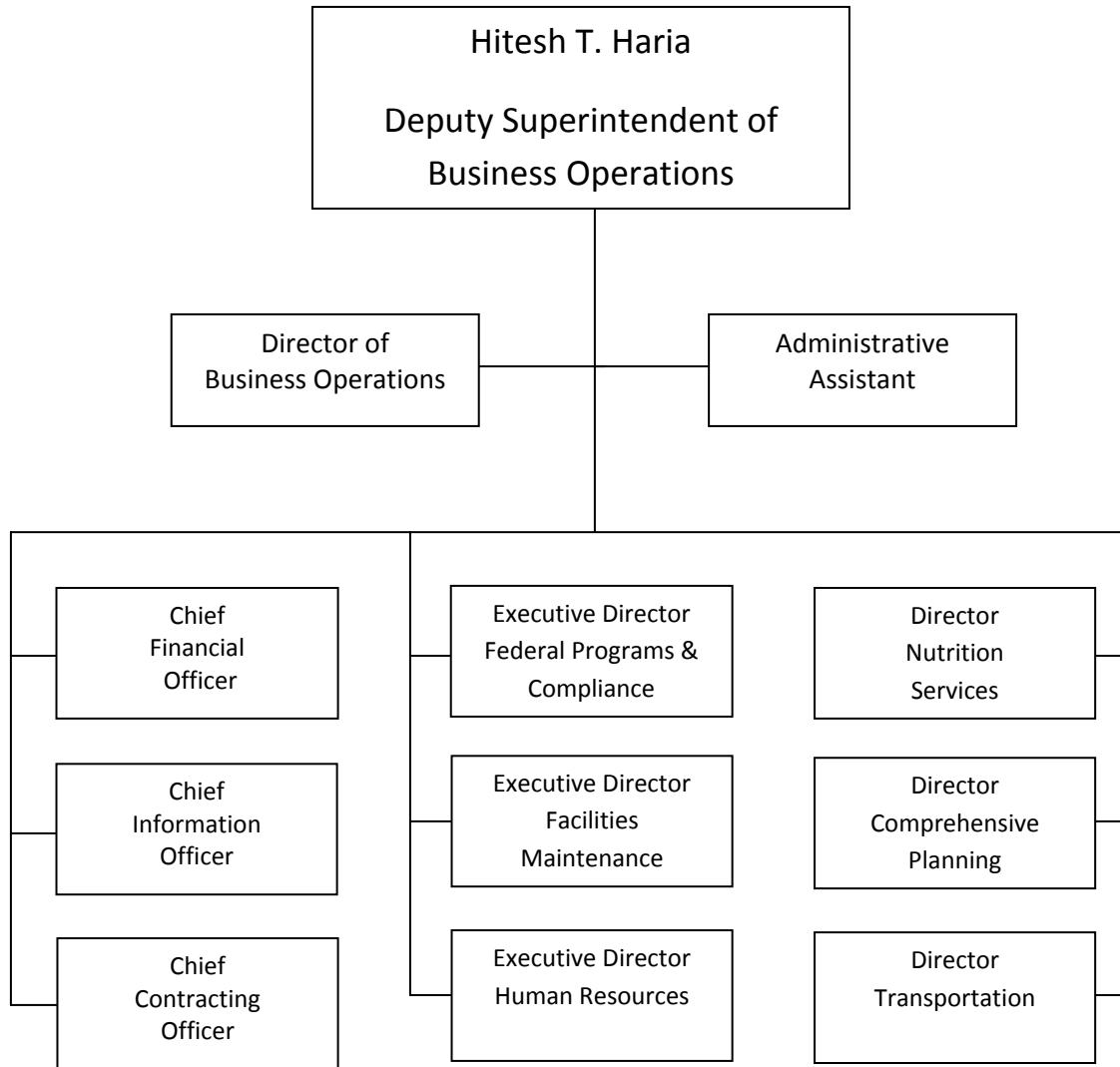
	2008-09 Actual	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
Salaries	\$ -	\$ 260,659	\$ 136,585	\$ 225,853	\$ 148,499
Employee benefits	-	58,302	37,293	56,529	47,946
Professional services	-	9,861	117,087	55,029	55,029
Property maintenance services	-	613	-	-	-
Contracted services	-	-	7,072	18,000	18,000
Supplies & materials	-	314	95,024	115,252	115,252
Travel	-	8,271	41,728	46,224	46,224
Furniture & equipment	-	-	91,632	6,600	6,600
Other objects	-	12,424	19,479	23,125	23,125
Total	\$ -	\$ 350,444	\$ 545,900	\$ 546,612	\$ 460,675
Staffing level	-	-	2.00	2.00	2.00

Goals, Objectives & Measures

Goal	Objective	Performance Measure	2010-11 Actual	2011-12 Estimated	2012-13 Proposed
5 - Safety & Discipline	Improve school safety as perceived by students, staff, parents and the community classroom.	PBIS data entered into Chancery by schools compared to data entered by School Sites.	95%	100%	
	Reduction in violent behaviors on school campuses (from previous year).				
	Reduction in drug- and alcohol-related behavior by MCS students.				
	Number of staff and students that have received anti-bullying training.				



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BUSINESS OPERATIONS*Hitesh T. Haria, Deputy Superintendent*

BUSINESS OPERATIONS

Hitesh T. Haria, Deputy Superintendent

MISSION STATEMENT:

The Deputy Superintendent is responsible for providing world class business operations supporting high student achievement. Nine Business Operations departments work toward continuous improvement to ensure efficient and effective delivery of services. These departments comprise of Human Resources, Information Technology, Finance, Nutrition Services, Facilities Management, Comprehensive Planning, Transportation Services, Procurement, Federal Programs, Grants and Compliance.

STRATEGIC GOALS:

Business Operations works to support and achieve the strategic goals for Memphis City schools.

ISSUES & TRENDS:

Key Drivers:

- Increase Revenue
- Decrease Costs
- Avoid costs

Sample of Key Opportunities:

- Systems integration
 - Re-engineering business processes
 - Application modernization (Procurement to Payables, Human Resources to Payroll, General Ledger, Budget including position control)
 - Business Intelligence
 - Food Services (full service including Point of sale, warehousing, inventory control, etc.)
 - Reverse auction capability, continuous spend analysis tools, electronic contract and RFP management)
- Implement additional phases of Strategic Sourcing, example maintenance supplies.
- Implement recommendations of IT audit.
- Business Systems Reviews - IT, HR, Procurement and Finance.
- Working collaboratively with key stakeholders on successful consolidation of school Districts.
- Improve on time delivery of students. Goal of achieving 100%. Fully integrate and utilize GPS tracking.

FISCAL YEAR 2011-12 PERFORMANCE HIGHLIGHTS:

- Received national fiscal management awards from two independent school and government agencies (GFOA and ASBO) in 2011.
- Transitioned district to new transportation vendor (\$18M contract) and created national school model for K-12 best practice.
- Improved "on time delivery" transportation services by 100% over prior school year.
- Updated facilities conditions index, strategically planning District's deferred maintenance expenses.
- Managed planning and construction of two new, state of the art school facilities (total SQF 274,000) that were delivered to school communities ahead of schedule and under budget.
- Increased online benefits enrollment participation by 800% by negotiating new options with benefits provider. Despite these dramatically increased enrollment numbers, the time frame of the process decreased by 70%.
- Identified \$434M district savings in OPEB liability and implemented Medicare supplement plan Jan 2012.

BUSINESS OPERATIONS (concl'd)**FISCAL YEAR 2011-12 PERFORMANCE HIGHLIGHTS (concl'd):**

- Increased breakfast in the classroom participation, providing an additional 2,000,000 breakfasts for students.
- Introduced Supper program, feeding 13,000 students daily.
- Initiated, managed and executed MCS' first district-wide spend analysis for \$300M annual spend. Thus far, the analysis has saved the district over \$8M by strategically sourcing goods and services.
- Received Golden Carrot Award from the Physicians Committee for Responsible Medicine (PCRM) for healthy menus for children.

FISCAL YEAR 2012-13 BUDGET HIGHLIGHTS:

The fiscal year 2012-13 budget is a continuation of the previous year's budget.

Business Operations (Function 2600)

The Deputy Superintendent is responsible for providing direct support and assistance to the Superintendent in the performance of the roles and responsibilities necessary to affect Facilities Management, Transportation Services, Nutrition Services, Procurement, Comprehensive Planning, Finance, Human Resources and Information Technology.

Operating Budget

	<u>2008-09 Actual</u>	<u>2009-10 Actual</u>	<u>2010-11 Actual</u>	<u>2011-12 Budget</u>	<u>2012-13 Budget</u>
Salaries	\$ -	\$ 49,823	\$ 236,718	\$ 349,769	\$ 355,862
Employee benefits	-	8,933	53,920	78,759	82,567
Professional services	-	19,027	5,065	-	300
Property maintenance services	-	-	-	-	-
Contracted services	-	418	65	2,000	2,000
Supplies & materials	-	2,950	3,887	2,000	2,000
Travel	-	2,245	3,907	-	-
Furniture & equipment	-	7,547	840	3,735	3,735
Other objects	-	215	-	1,000	700
Total	<u>\$ -</u>	<u>\$ 91,158</u>	<u>\$ 304,402</u>	<u>\$ 437,263</u>	<u>\$ 447,164</u>
Staffing level	-	3.00	2.00	3.00	3.00

Regular Transportation (Function 2990)

The Office of Student Transportation Services is responsible for ensuring safe, efficient bus transportation is provided for eligible students to and from school and for students who use district-provided bus transportation to participate in extracurricular activities such as athletics, fine arts, ROTC, and Junior Achievement functions. The office monitors transportation service providers to ensure compliance with applicable state and federal regulations pertinent to the operation of school buses. The office strives to provide legendary customer service to students, parents, and school staffs.

Program/Budget Changes: The Rightsizing proposal to close Georgia Ave., Graceland and Lakeview will determine a significant cost increase in GenEd transportation as a result of more students living outside of the newly formed PRZ's for each receiving school and identified hazards within the new PRZ's. The District's practice of observing a 1.5 mile Parent Responsibility Zone (PRZ) for these elementary schools, limiting the number of buses serving each school will be severely impaired. The reason for this is the requirement we have to transport any students within the PRZ if it is found that their only walk path to school is a hazardous one regarding sidewalks present (or not), large multi lane streets without lights and/or crosswalks/ crossing guards where they can safely cross, lakes or creeks in their path or active railroad tracks between them and the school. Further, the district's contract for transportation services requires consideration of up to a 2.5% annual increase in route costs that will increase the cost of all routes.

Operating Budget

	2008-09 Actual	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
Salaries	\$ 350,513	\$ 345,658	\$ 322,351	\$ 549,885	\$ 566,182
Employee benefits	67,663	62,524	75,169	118,939	112,891
Professional services	35,000	118,893	5,759	9,500	13,500
Property maintenance services	11,575	2,756	22,913	30,065	104,811
Contracted services	12,054,147	7,874,720	7,671,661	8,157,178	9,354,821
Supplies & materials	6,837	2,182	4,904	13,000	14,000
Travel	1,886	2,831	2,447	6,480	6,480
Furniture & equipment	5,138	1,532	28,553	13,000	13,000
Other objects	-	-	20	-	-
Total	\$ 12,532,759	\$ 8,411,096	\$ 8,133,777	\$ 8,898,047	\$ 10,185,685
Staffing level	8.30	10.00	5.30	4.00	4.00

Goals, Objectives & Measures

Goal	Objective	Performance Measure	2010-11 Actual	2011-12 Estimated	2012-13 Proposed
2 - Accountability	To improve stakeholder satisfaction with services provided	Number of complaints/ compliments recorded; customer satisfaction surveys		Establish baseline	Increase in satisfaction ratings as compared to baseline
5 - Safety & Discipline	To improve stakeholder satisfaction with services provided	Number of complaints/ compliments recorded; customer satisfaction surveys		Establish baseline	Increase in satisfaction ratings as compared to baseline

Exceptional Children Transportation (Function 2995)

The Office of Student Transportation Services is responsible for ensuring safe, efficient bus transportation is provided for eligible students to and from school. The office monitors transportation service providers to ensure compliance with applicable state and federal regulations pertinent to the operation of school buses. Eligible students for home-to-school and school-to-home transport include students with special needs who the Division of Exceptional Children has designated as needing school bus transportation to meet their Individualized Education Programs (IEPs). The office strives to provide legendary customer service to students, parents, and school staffs.

Legally Mandated/Required Curriculum: Yes

Legal Reference or Statute: 34 CFR § 300.34(c)(16)

Operating Budget

	2008-09 Actual	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
Salaries	\$ -	\$ 421,691	\$ 322,348	\$ 256,068	\$ 265,439
Employee benefits	-	77,638	75,166	64,789	64,478
Professional services	-	390	-	-	-
Property maintenance services	-	-	-	-	-
Contracted services	11,062,738	8,461,413	6,809,148	8,480,781	9,951,593
Supplies & materials	9,699	1,762	2,627	300	300
Travel	-	-	-	-	-
Furniture & equipment	-	-	940	1,000	1,000
Other objects	-	-	-	-	-
Total	\$ 11,072,437	\$ 8,962,894	\$ 7,210,229	\$ 8,802,938	\$ 10,282,810
Staffing level	-	-	5.00	4.00	4.00

Goals, Objectives & Measures

Goal	Objective	Performance Measure	2010-11 Actual	2011-12 Estimated	2012-13 Proposed
2 - Accountability	To improve stakeholder satisfaction with services provided and meet federal and state law requirements	Number of complaints/compliments recorded; customer satisfaction surveys		Establish baseline	Increase in satisfaction ratings as compared to baseline

Transportation Other (Function 2996)

The Office of Student Transportation Services is responsible for ensuring safe, efficient bus transportation is provided for eligible students to and from school and for students who use district-provided bus transportation to participate in extracurricular activities such as athletics, fine arts, ROTC, and Junior Achievement functions. The office monitors transportation service providers to ensure compliance with applicable state and federal regulations pertinent to the operation of school buses. The office strives to provide legendary customer service to students, parents, and school staffs.

Legally Mandated/Required Curriculum: Yes

Legal Reference or Statute: 34 CFR § 300.34(c) (16), YES (SPED – ESY) YES (ELL Program), YES (Innovative Schools Program)

Program/Budget Changes:

(SPED – ESY). Exceptional Children Summer School and related summer CBI programs ran over the budgeted amount last year in spite of the Department of Exceptional Needs Children's attempt to put stricter guidelines in place regarding IEP's and the assigning of summer school to students whose parents request it.

(Innovative Schools' SUCCESS Programs). The SUCCESS school's GenEd and SPED routes were over budget by November of this fiscal year. The measure by which we can judge what the SUCCESS numbers will be by the beginning of next school year is limiting at best. In an effort to budget adequately and in looking at the data and trends from this school year, there will need to be a significant increase in funding for these schools' transportation needs. Because the SUCCESS students are drawn from all over the district and there is no SUCCESS program in or near the NE region, we are experiencing increased numbers of students from that area which requires us to travel farther distances to pick up and drop off leaving us limited in the number of students we can put on each route. Maximum riding time (approximately 60 minutes) and arrival "on time" for breakfast and class are what limit the numbers of students on routes coming from farther out distances from the two schools. SPED SUCCESS routes are increasing proportionately as well. With 5 at MLK alone and those at Hamilton Middle there is a need to increase the number of SPED routes for the 2012 budget.

Further, the District's contract for transportation services requires consideration of up to a 2.5% annual increase in route costs that will increase the cost of all routes.

Operating Budget

	2008-09 Actual	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
Salaries	\$ -	\$ -	\$ -	\$ -	\$ -
Employee benefits	-	-	-	-	-
Professional services	-	-	-	-	-
Property maintenance services	-	-	-	-	-
Contracted services	-	-	-	1,476,265	1,611,470
Supplies & materials	-	-	-	-	-
Travel	-	-	-	-	-
Furniture & equipment	-	-	-	-	-
Other objects	-	-	-	-	-
Total	\$ -	\$ -	\$ -	\$ 1,476,265	\$ 1,611,470
Staffing level	-	-	-	-	-

**Transportation Other (Function 2996) (concl'd)****Goals, Objectives & Measures**

Goal	Objective	Performance Measure	2010-11 Actual	2011-12 Estimated	2012-13 Proposed
2 - Accountability	To improve stakeholder satisfaction with services provided and meet federal and state law requirements	Number of complaints/compliments recorded; customer satisfaction surveys		Establish baseline	Increase in satisfaction ratings as compared to baseline

CONTRACTING SERVICES

Sybille Noble, Chief Contracting Officer

MISSION STATEMENT:

The Department's mission is to provide departments and schools in the District the tools and processes necessary to purchase goods and services required to obtain high academic achievement or to improve accountability (i) efficiently and cost-effectively, (ii) in compliance with all laws by implementing and ensuring compliance with appropriate policies, procedures, strategies and technology, and (iii) in a manner that provides a fair opportunity for participation by all businesses, including local, small, and minority and women-owned businesses.

STRATEGIC GOALS:

The Department's strategic goals are to:

- Implement appropriate policies, procedures, strategies and technology to purchase goods and services at the lowest possible cost;
- Provide visibility into practices to achieve the Department's objectives;
- Contract with companies and individuals with the highest level of ethical standards to provide the most cost-effective services to the District;
- Deploy systems that support accountability, efficiency and cost savings; and
- Monitor compliance with all laws and Board policies related to the services provided by the Department.

ISSUES AND TRENDS:

- Spend Visibility is the ability of an organization to obtain in granular detail data what the organization purchases, by whom, and even the seasonality of the purchases. This information assists Procurement departments in consolidating volumes expected to be purchased over a period of time into a single bid that affords the organization potentially larger discounts on the purchases. In the absence of an ERP system or implementation of a requisition-to-pay eProcurement system, which would give the District true spend visibility, the Department requires the services of a third party vendor to process available data to provide the spend visibility of the District.
- Automation is required in both procurement and contracting organizations to reduce the time required to purchase goods and services, and to measure the effectiveness of the spend, including savings and vendor performance.
- Procurement Planning requires cooperation between Procurement and Contract Services and procuring departments to create spend forecasts, cost reduction plans, and competitive plans annually to identify and address potential savings opportunities for expiring/terminating contracts, re-bids, and new purchases.
- Vendor Consolidation is the byproduct of a procurement plan that consolidates volume purchases of commodity items to obtain cost savings for the District. The larger the number of suppliers for any one commodity the less cost-effective that strategy becomes for the District. The District currently purchases commodity items from hundreds of various suppliers. The objective is to consolidate 80% of the spending of a specific commodity to 1-4 major vendors.
- Small and Local Business Policies must promote the use of suppliers that contribute to the tax base of the community, which funds the District.

CONTRACTING SERVICES (concl'd)**FISCAL YEAR 2011-12 PERFORMANCE HIGHLIGHTS:**

- Obtained 95% compliance with use of the District's electronic requisitioning system, effectively automating the requisitioning process.
- Created with The Division of Nutrition Services an annual procurement plan that resulted in the completion of 90% all food bids for the 2011-2012 prior to the start of the new fiscal year.
- Strategically sourced \$30 million of goods and services during the year, including office supplies, copiers, computer and SmartBoards.
- Selected a vendor, through an RFP process, to perform spend analysis of the District's 2010 spend.
- Reduced the number of office supplies vendors for the 2011-2012 school year from 162 to 1.
- Eliminated the purchase of new high-cost inkjet printers and inkjet toners, reducing the cost of the District's print fleet.
- Placed, through competitive bidding, \$13 million of annual purchases of computers, SmartBoards, and automatic response systems with three minority-owned vendors and one woman-owned vendor.

FISCAL YEAR 2012-13 BUDGET HIGHLIGHTS:

The fiscal year 2012-13 budget is a continuation of the previous year's budget.

Contract Services & Supplier Diversity (Function 2113)

Memphis City Schools' Division of Contract Services & Supplier Diversity will plan, organize, manage, and develop district-wide contract processes; prepare, draft, supervise and negotiate contracts for professional and nonprofessional services, construction, commodities, and serve as a resource for all contracting activities. Additionally, this office will administer the District's Supplier Diversity Program. Specifically, the Division of Contract Services & Supplier Diversity will develop, coordinate, and implement an effective program placing responsibility for objectives and accomplishments at all schools and division levels throughout the district to increase the purchase of goods and services from minority-owned, women-owned, and local small businesses.

Legally Mandated/Required Curriculum: Yes

Legal Reference or Statute: Board Policies 2.805, 2.205, 2.4011, and 1.704, T.C.A. § 49-2-203, T.C.A. § 49-2-206 MCS Charter

Operating Budget

	2008-09 Actual	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
Salaries	\$ 322,210	\$ 322,137	\$ 322,245	\$ 204,038	\$ 211,250
Employee benefits	82,598	83,479	85,886	57,698	64,719
Professional services	19,009	16,000	18,774	54,000	19,000
Property maintenance services	89	15,025	(616)	4,928	4,928
Contracted services	6,722	9,484	14,210	14,210	14,210
Supplies & materials	21,205	23,011	20,828	22,989	22,989
Travel	4,452	2,763	2,213	2,213	2,213
Furniture & equipment	12,210	16,900	5,563	5,563	5,563
Other objects	34,712	39,368	33,317	36,437	36,437
Total	\$ 503,207	\$ 528,167	\$ 502,420	\$ 402,076	\$ 381,309
Staffing level	5.00	4.00	5.00	3.00	3.00

Goals, Objectives & Measures

Goal	Objective	Performance Measure	2010-11 Actual	2011-12 Estimated	2012-13 Proposed
To provide timely processing of contracts.	To establish contract processing turn- around time, and process to measure compliance.	Percentage of contracts processed and executed within 30 days and 90 days	50% or more of all contracts negotiated and executed within 30 days (no Board approval required)	70% or more of all contracts negotiated and executed within 30 days (no Board approval required)	75% or more of all contracts negotiated and executed within 30 days (no Board approval required)
			90% of all contracts negotiated and executed within 90 days	93% of all contracts negotiated and executed within 90 days	95% of all contracts negotiated and executed within 90 days
To provide efficient and accurate processing of contracts.	To increase utilization of MCS contract templates.	Percentage of contracts on MCS forms.	55% of all contracts negotiated on MCS forms	65% of all contracts negotiated on MCS forms	70% of all contracts negotiated on MCS forms

Office of the Chief Contracting Officer (Function 2719)

The Department is responsible for management of the procurement and contracting services of the district. As part of the procurement process, the Department administers the district's Supplier Diversity program. This department is responsible for giving direction to, and implementing policies and procedures for, compliance with all state and federal laws and regulations dealing with procurement, contracts, school nutrition, and supplier diversity within a state of Tennessee chartered school district.

Legally Mandated/Required Curriculum: Yes

Legal Reference or Statute: T.C.A. § 49-2-203 and State laws related to contracts and the USDA School Nutrition Program

Operating Budget

	2008-09 Actual	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
Salaries	\$ 190,003	\$ 203,402	\$ 190,017	\$ 191,640	\$ 196,353
Employee benefits	43,942	45,109	42,584	42,380	44,827
Professional services	4,573	3,874	4,579	4,500	4,500
Property maintenance services	-	4,218	2,801	4,800	4,800
Contracted services	650	3,483	2,028	2,000	2,000
Supplies & materials	2,395	1,575	3,052	3,250	3,250
Travel	-	1,991	-	-	-
Furniture & equipment	-	2,820	-	-	-
Other objects	-	500	200	500	500
Total	\$ 241,563	\$ 266,972	\$ 245,261	\$ 249,070	\$ 256,230
Staffing level	2.00	2.00	2.00	2.00	2.00

Goals, Objectives & Measures

Goal	Objective	Performance Measure	2010-11 Actual	2011-12 Estimated	2012-13 Proposed
Reduce cycle time in contracts.	Establish turn-time measurement for contract review and execution.	Compliance with established turn-time.	Measure turn-time of all contracts (100%). Obtain 70% compliance with established turn-time.	Obtain 90% compliance with established turn-times.	
Reduce cycle time for issuance of Purchase Orders.	Increase utilization of eProcurement.	% increase in use of eProcurement as measured by number of eProcurement requisitions divided by number of all requisitions.	55%	80%	

Procurement Services (Function 2720)

The Division of Procurement Services purchases all supplies, materials and services for the District at the lowest and best cost. Procurement Services objectives include: strategically sourcing major purchases of goods, services and materials, analyzing requisitions for policy compliance, issuing all District purchase orders, maintaining vendor database of 40,000+ vendors, leveraging District-wide discounts on large volume purchases, working with the Office of Supplier Diversity in the development of M/DWBE's for the District, working with community partners (Headstart, Parent Organizations, MMBC, etc).

Legally Mandated/Required Curriculum: Yes

Legal Reference or Statute: T.C.A. § 49-2-203 and OMB Circular A-133

Operating Budget

	2008-09 Actual	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
Salaries	\$ 542,899	\$ 565,318	\$ 562,471	\$ 595,078	\$ 643,282
Employee benefits	141,102	156,782	148,666	170,031	175,057
Professional services	-	7,000	12,580	94,000	95,275
Property maintenance services	6,672	5,061	10,454	6,236	6,236
Contracted services	62,914	33,890	52,893	64,974	64,974
Supplies & materials	16,871	18,141	18,722	19,000	19,000
Travel	204	3,155	1,075	3,150	3,150
Furniture & equipment	2,532	10,119	(1,260)	-	-
Other objects	-	-	-	-	-
Total	\$ 773,194	\$ 799,466	\$ 805,601	\$ 952,469	\$ 1,006,974
Staffing level	12.00	12.00	12.00	11.00	11.00

Goals, Objectives & Measures

Goal	Objective	Performance Measure	2010-11 Actual	2011-12 Estimated	2012-13 Proposed
2 - Accountability	Implement spend analysis projects to achieve cost savings.	2 projects per fiscal year.			
	Create buyer data base to track strategic savings per each bid.	Excel database created and submitted to Executive Management each week for tracking.			
	Recoup/ enhance return on investment for strategic utilization of district equipment AV/ technology.	Direct to manufacturer outreach for free or minimal PD and training for equipment purchases. 1 class for each new equipment implementation.			



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EARLY CHILDHOOD EDUCATION

Marjorie Douglas, Executive Director

MISSION STATEMENT:

Mission: To provide a rich, child-centered, literacy focused program to ensure that all children enter kindergarten ready to learn. Quality instructional programs will be offered in a safe, healthy, and nurturing environment. The program will encourage a cooperative partnership between the home and school in order to foster the development of lifelong learning while recognizing the individual needs of all children and their families.

STRATEGIC GOALS:

- To promote school readiness for at risk four year old children
- To provide high quality pre-K experiences for four year olds
- To maximize community participation

ISSUES & TRENDS:

- Increased poverty
- Increased number of English Language Learners

FISCAL YEAR 2011-12 PERFORMANCE HIGHLIGHTS:

- Pre-K Express
- Blending (inclusion of students with special needs)
- ELLCO (Early Language Literacy Classroom Observation)
- ECERS (Early Childhood Classroom Observation)
- Project based approach-student exhibitions
- Responsive Classroom
- Student recruitment: Child Plus software
- Research based curriculum: Opening the World of Learning, Everyday Math Counts
- Parental Engagement

FISCAL YEAR 2012-13 BUDGET HIGHLIGHTS:

The pre-Kindergarten program fosters high quality and developmentally appropriate educational experiences whereby all children will have the opportunity to perform at their full potential.

Early Childhood Education (Function 1138)

The Early Childhood Education provides high quality early education for all children that will maximize school readiness and empower children/families to become successful, lifelong learners and productive citizens. The Early Childhood Education also provides a rich, child-centered, literacy-focused program to ensure that all children enter kindergarten ready to learn. Quality instructional programs will be offered in a safe, healthy and nurturing environment. The program will encourage a cooperative partnership between the home and school in order to foster the development of lifelong learning while recognizing the individual needs of all children and their families.

Legally Mandated/Required Curriculum: Yes

Legal Reference or Statute: T.C.A. § 49-6-104

Operating Budget

	2008-09 Actual	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
Salaries	\$ 1,244,437	\$ 140,244	\$ 165,135	\$ 144,647	\$ 152,088
Employee benefits	328,730	35,712	42,746	35,630	38,088
Professional services	242,209	460	7,359	-	-
Property maintenance services	56,893	-	353	-	-
Contracted services	131,370	367	-	-	-
Supplies & materials	119,037	73	9,531	-	-
Travel	3,412	1,719	54	-	-
Furniture & equipment	51,502	932	-	-	-
Other objects	-	-	-	-	-
Total	\$ 2,177,590	\$ 179,507	\$ 225,178	\$ 180,277	\$ 190,176

Staffing level	35.70	2.00	2.00	1.64	1.64
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Goals, Objectives & Measures

Goal	Objective	Performance Measure	2010-11 Actual	2011-12 Estimated	2012-13 Proposed
To provide high quality early education for all children.	To provide a rich, child-centered, literacy-focused program to ensure that all children enter kindergarten ready to learn	Percent of gain from pre/post tests as measured by PPVT and Brigance Inventory	100%	100%	
	Quality instructional programs will be offered in a safe, healthy and nurturing environment	ELLCO and ECERS classroom assessments completed by pre-K staff	95%	100%	

FACILITIES MANAGEMENT

Brian Shipp, Executive Director

MISSION STATEMENT:

It is the mission of the Division of Facilities Management to provide the highest quality, best maintained, and most reliable environmental conditions and facilities services conducive to supporting the Memphis City School District.

STRATEGIC GOALS:

The Division of Facilities Management is charged with ensuring that the planning, design construction operation, and maintenance of 19 million square feet of building space, 7,000 plus classrooms, and over 2,000 acres of land are maintained. With approximately \$1 million of general maintenance items (including door closures, toilets and locks) and a sundry of miscellaneous repairs, the Department's goal is to provide a safe, healthy, secure, and aesthetically pleasing environment for learning.

ISSUES & TRENDS:

The executive leadership of the Division of Facilities Management is continually developing new procedures, rearranging critical staff, and improving staff training in order to successfully meet the District's growing needs. The Division is also continually looking at ways to maximize the use of dollars and manpower. The department has, in the past six years, reduced the dependency on outside vendors and contractors who provide goods and services to Memphis City Schools. By doing these reductions, we were able to maintain a high level of work order completion. Through the streamlining of certain departments, we have been able to support the District's incentives by providing manpower and materials. Over the past five years, an average of 98% of classroom cooling has been provided for the first two months of school. To maximize manpower to support schools with minimal disruption to the instructional process, we implemented alternate-shift work for painting, multiple carpentry repairs, and ceiling replacements. Also, we have reduced the use for contractor-installed mechanical equipment by 75%. Our in-house mechanical and specialty maintenance crews handle the bulk of small HVAC replacements and small construction jobs.

FISCAL YEAR 2011-12 PERFORMANCE HIGHLIGHTS:

The data shows us that over the past few years, the total number of work orders has maintained, on average, around 55,000 work orders per year, with craft personnel completing an average of 90% of the work orders. Zone Maintenance received an average of 6,500 HVAC work orders for FY 2009 and FY 2010 with an average annual cost of \$1,502,000 for HVAC repairs only. The data also indicates that during the past four years, we averaged \$80 per craft work order. Facilities Management has made improvements to our processes and personnel to allow better utilization of budgeted dollars.

FISCAL YEAR 2012-13 BUDGET HIGHLIGHTS:

To reduce spending, Facilities Management is in the process of implementing recycling and energy savings programs.

Facility Support Center (Function 2808)

The Facility Support Center division provides administration to the Facilities Management division and the Operations Call Center. These activities include payroll preparation, inventory, clerical and secretarial support, data entry, and management oversight of division responsibilities. This function will process approximately 25,000 work orders, prepare 15,000 requisitions and maintain an inventory of 12,000 stock items.

Operating Budget

	2008-09 Actual	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
Salaries	\$ 1,112,259	\$ 1,038,662	\$ 794,095	\$ 766,854	\$ 818,030
Employee benefits	305,249	281,460	231,001	210,610	247,349
Professional services	58,890	59,204	40,711	55,000	55,000
Property maintenance services	33,484	44,925	32,101	45,100	45,100
Contracted services	27,155	23,847	801	25,000	25,000
Supplies & materials	111,035	63,526	73,216	60,000	60,000
Travel	-	1,916	-	-	-
Furniture & equipment	14,913	10,984	993	30,000	30,000
Other objects	1,497	130	-	-	-
Total	\$ 1,664,482	\$ 1,524,654	\$ 1,172,918	\$ 1,192,564	\$ 1,280,479
Staffing level	28.00	24.00	20.00	19.00	19.00

Goals, Objectives & Measures

Goal	Objective	Performance Measure	2010-11 Actual	2011-12 Estimated	2012-13 Proposed
2 - Accountability	For all purchases orders and requisitions to be processed timely.	All purchases should be processed timely and documents properly filed and maintained.	100%	100%	100%

Custodial Services (Function 2811)

Custodial Operations includes sanitation services, preventive maintenance, building security, building safety, and the operation of mechanical building equipment such as low-pressure boilers, air handling units, and chillers for air conditioning. A school staffing formula determines the number of employees assigned to each school.

Program/Budget Changes: Seventy-five 12-Month 5-Hour positions will be eliminated in fiscal year 2012-13 (46.875 FTEs). Fourteen positions were eliminated due to three elementary school closures.

Operating Budget

	2008-09 Actual	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
Salaries	\$ 30,952,998	\$ 27,565,303	\$ 29,127,977	\$ 31,913,441	\$ 31,171,607
Employee benefits	10,443,365	8,894,318	9,418,271	10,843,518	10,946,410
Professional services	20,512	43,343	29,845	68,500	68,500
Property maintenance services	873,923	974,118	793,338	724,408	724,500
Contracted services	5,162	14,745	28,378	46,000	46,000
Supplies & materials	1,508,114	1,705,464	1,408,161	1,087,392	1,087,000
Travel	10,633	12,010	16,179	16,500	16,500
Furniture & equipment	261,258	198,216	113,388	146,838	146,000
Other objects	-	20	-	-	-
Total	\$ 44,075,965	\$ 39,407,537	\$ 40,935,537	\$ 44,846,597	\$ 44,206,517
Staffing level	1,093.00	1,009.35	1,017.88	1,081.88	1,021.00

Goals, Objectives & Measures

Goal	Objective	Performance Measure	2010-11 Actual	2011-12 Estimated	2012-13 Proposed
2 - Accountability	To provide custodial services to all district facilities.	All schools and facilities are cleaned daily by staff according to Custodial guidelines.	95%	95%	95%
5 - Safety & Discipline	All schools and facilities are to be well-maintained, clean and comfortable.				

Public Utilities (Function 2812)

Energy Management is an education issue that directly affects the classroom. Energy costs, if not controlled, will increase at a very high rate. The Memphis City School system has been experiencing a gradual increase in consumption due to additional A/C programs, rising utility rates, and increased technology. For 2012-2013, this will continue as new schools come on-line and existing schools are remodeled. Future reductions will be possible as more energy efficiency programs are introduced and practiced throughout the school district. These programs promote energy conservation and needed support for our students. However, energy costs may rise due to increases in security lighting and computer workstations, special before and after school usage, and as additional summer school programs are implemented.

Operating Budget

	2008-09 Actual	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
Salaries	\$ -	\$ -	\$ -	\$ -	\$ -
Employee benefits	-	-	-	-	-
Professional services	129,715	40,047	49,626	432,800	432,800
Property maintenance services	27,851,992	25,141,833	27,961,448	29,052,394	29,237,350
Contracted services	51,554	-	-	-	-
Supplies & materials	11,061	4,955	3,651	5,000	5,000
Travel	343	-	-	5,000	5,000
Furniture & equipment	9,923	1,270	-	3,000	3,000
Other objects	-	-	-	-	-
Total	\$ 28,054,588	\$ 25,188,105	\$ 28,014,725	\$ 29,498,194	\$ 29,683,150
Staffing level	-	-	-	-	-

Goals, Objectives & Measures

Goal	Objective	Performance Measure	2010-11 Actual	2011-12 Estimated	2012-13 Proposed
2 - Accountability	To provide comfortable temperatures for all district schools and facilities. Also to process utility payments timely.		100%	100%	100%

Fire Safety (Function 2814)

The school district must meet compliance with all inspections mandated by Code Enforcement. Annual Life Safety inspections are required for fire extinguishers, generators, fire alarms and kitchen systems. In addition, fire extinguishers, fire alarms and kitchen systems require periodic servicing.

Legally Mandated/Required Curriculum: Yes

Legal Reference or Statute: NFPA (National Fire Protection Agency) 101 and 2003 IBC (International Building Code)

Operating Budget

	2008-09 Actual	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
Salaries	\$ 73,520	\$ 109,235	\$ 120,546	\$ 122,253	\$ 127,127
Employee benefits	18,645	26,505	29,298	29,156	31,034
Professional services	418,597	584,921	854,281	838,140	838,140
Property maintenance services	291,980	249,913	-	-	-
Contracted services	-	-	543	-	-
Supplies & materials	15,742	16,148	111,342	10,000	10,000
Travel	-	987	-	-	-
Furniture & equipment	-	-	-	-	-
Other objects	-	-	4,649	5,000	5,000
Total	\$ 818,484	\$ 987,709	\$ 1,120,659	\$ 1,004,549	\$ 1,011,301
Staffing level	2.00	2.00	2.00	2.00	2.00

Goals, Objectives & Measures

Goal	Objective	Performance Measure	2010-11 Actual	2011-12 Estimated	2012-13 Proposed
5 - Safety & Discipline	To be in compliance with all inspections mandated by Code Enforcement.	Must be 100% in compliance to avoid fines and possibly removal from properties.	100%	100%	100%

Facility Support Maintenance (Function 2922)

This function performs all in-house facility repairs for locksmith work, shade making, regulatory compliance, roofing, asbestos testing/removal/ containment, interfaces with regulatory organizations, and major floor covering projects not funded by capital funds.

Operating Budget

	2008-09 Actual	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
Salaries	\$ 1,413,264	\$ 1,477,775	\$ 1,659,455	\$ 1,536,213	\$ 1,583,269
Employee benefits	451,743	456,278	526,805	491,444	535,875
Professional services	107,690	61,322	108,849	140,000	140,000
Property maintenance services	10,640	40,351	(357)	47,631	47,631
Contracted services	922	1,868	11	-	-
Supplies & materials	123,439	77,856	331,643	116,016	116,016
Travel	42	6,576	-	-	-
Furniture & equipment	3,190	595	3,335	2,500	2,500
Other objects	790	130	-	-	-
Total	\$ 2,111,720	\$ 2,122,751	\$ 2,629,741	\$ 2,333,804	\$ 2,425,291
Staffing level	34.00	33.00	33.00	32.00	32.00

Goals, Objectives & Measures

Goal	Objective	Performance Measure	2010-11 Actual	2011-12 Estimated	2012-13 Proposed
2 - Accountability	To ensure all crafts perform necessary work to ensure safety for all district facilities.	All services should be performed timely to ensure safety.	100%	100%	100%
	To provide services such as locksmith work, making shades, asbestos testing/removal and roofing.				

HVAC Maintenance (Function 2929)

HVAC Maintenance provides preventive maintenance and minor repairs, coil cleaning and filter changes district-wide. The in-house workforce performs all filter changes that the School Building Engineers cannot change. Energy Management works with this function and maintains the building automation systems in all of the schools that have the controls.

Operating Budget

	2008-09 Actual	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
Salaries	\$ 1,218,107	\$ 1,288,957	\$ 1,295,698	\$ 1,244,276	\$ 1,275,792
Employee benefits	367,497	371,043	377,503	389,511	410,093
Professional services	165,627	14,698	7,826	45,000	45,000
Property maintenance services	78,179	457,821	69,246	457,611	180,000
Contracted services	166	607	1,358	500	-
Supplies & materials	236,584	216,138	529,188	113,000	390,611
Travel	-	-	-	-	-
Furniture & equipment	7,885	2,400	4,810	-	-
Other objects	113,786	13,775	13,249	12,000	12,000
Total	\$ 2,187,831	\$ 2,365,439	\$ 2,298,878	\$ 2,261,898	\$ 2,313,496
Staffing level	30.00	30.00	32.00	29.00	29.00

Goals, Objectives & Measures

Goal	Objective	Performance Measure	2010-11 Actual	2011-12 Estimated	2012-13 Proposed
2 - Accountability	100% completion on HVAC preventive maintenance (ex. Changing filters based on a schedule/rotation)		100%	100%	100%

Other Ground Services (Function 2935)

Grounds Operations maintains the outside grounds of all MCS schools, facilities and offices. Grounds Operations provides the following services: grass-cutting and trimming, fertilization, herbicides, sodding, seeding, erosion control, and drainage repairs. Grounds Operations also does tree pruning, large tree removal, small tree and stump removal, mulching, landscape renovations, debris removal, furniture relocation, playground equipment inspection, stadium field assistance, all pest control services, and repairs Grounds equipment.

Operating Budget

	2008-09 Actual	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
Salaries	\$ 1,626,480	\$ 1,461,453	\$ 1,575,862	\$ 1,452,387	\$ 1,524,043
Employee benefits	554,241	480,948	517,347	487,158	547,755
Professional services	8,318	46,808	25,026	23,500	23,500
Property maintenance services	20,633	39,934	31,583	70,500	70,500
Contracted services	176,851	104,119	35,717	65,000	65,000
Supplies & materials	265,872	271,204	353,772	341,712	349,212
Travel	-	-	-	-	-
Furniture & equipment	7,697	41,122	50,984	47,500	47,500
Other objects	-	205	-	-	-
Total	\$ 2,660,092	\$ 2,445,793	\$ 2,590,291	\$ 2,487,757	\$ 2,627,510
Staffing level	57.00	49.00	50.00	47.00	47.00

Goals, Objectives & Measures

Goal	Objective	Performance Measure	2010-11 Actual	2011-12 Estimated	2012-13 Proposed
2 - Accountability	To ensure all District properties are well maintained.	All District grounds should be properly maintained to enhance the outside appearance.	100%	100%	100%
	To provide proper landscaping for all District properties. Also to maintain all football and baseball fields.				

Specialty Maintenance (Function 2941)

Specialty Maintenance maintains all Board properties, such as parking lots, sidewalks and curbs. This function is also responsible for erosion control, drainage repairs and additions, landscape construction projects, post and cable repair/replacement, renovations, debris removal, playground inspections/repair/replacement support, stadium and field assistance. This function also handles all concrete and asphalt repairs.

Operating Budget

	2008-09 Actual	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
Salaries	\$ 822,911	\$ 576,687	\$ 598,883	\$ 656,294	\$ 615,624
Employee benefits	264,841	176,246	200,005	228,548	215,446
Professional services	44,504	40,799	31,087	26,500	26,500
Property maintenance services	11,325	30,444	40,644	48,000	48,000
Contracted services	-	-	-	-	-
Supplies & materials	98,476	134,728	107,543	113,320	113,320
Travel	-	-	-	-	-
Furniture & equipment	811	2,642	14,583	-	-
Other objects	828	-	-	-	-
Total	\$ 1,243,696	\$ 961,546	\$ 992,745	\$ 1,072,662	\$ 1,018,890
Staffing level	26.00	21.00	19.00	17.00	17.00

Goals, Objectives & Measures

Goal	Objective	Performance Measure	2010-11 Actual	2011-12 Estimated	2012-13 Proposed
2 - Accountability	To perform necessary repairs to exterior areas of all District facilities.	All district parking lots, sidewalks and playgrounds must be well maintained for safety and proper appearance.	95%	95%	95%

General Zone Maintenance (Function 2942)

Zone Maintenance (General) is responsible for the repairs and maintenance for approximately 209 sites including day-to-day repairs and other facility repairs that are necessary to ensure that the educational process is not hindered. This function provides overall management for the masters of each craft: electrical, plumbing, gas and mechanical. In addition, this function supports the Executive Director of Facility Management, Coordinator, the Special Project Supervisor, Administrative Secretary, the special project painters (responds to all graffiti calls, all calligraphy requests and all large painting projects), plasterers, and brick masons.

Operating Budget

	2008-09 Actual	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
Salaries	\$ 1,898,501	\$ 1,981,920	\$ 1,457,964	\$ 1,280,507	\$ 1,308,344
Employee benefits	540,390	546,512	405,663	374,473	411,672
Professional services	132,525	141,630	166,686	50,000	50,000
Property maintenance services	19,512	19,109	19,428	15,000	15,000
Contracted services	15,930	11,294	74	18,000	18,000
Supplies & materials	234,947	99,363	165,950	107,400	272,400
Travel	30	1,391	35	3,000	3,000
Furniture & equipment	41,186	2,772	5,250	5,750	5,750
Other objects	4,982	5,005	3,966	3,500	3,500
Total	\$ 2,888,003	\$ 2,808,996	\$ 2,225,016	\$ 1,857,630	\$ 2,087,666
Staffing level	37.00	39.00	24.00	23.00	23.00

Goals, Objectives & Measures

Goal	Objective	Performance Measure	2010-11 Actual	2011-12 Estimated	2012-13 Proposed
2 - Accountability	To ensure all plumbing, electrical, and gas repairs are performed according to regulations and code.	All repairs should be performed timely and approved by Master's when necessary.	100%	100%	100%

**Zone 1 Maintenance (Function 2943)**

This function provided routine repairs and maintenance for schools sites, including day-to-day repairs and other facility repairs that are necessary to ensure that the educational process is not hindered. This function also responded to all emergency calls, as well as planned maintenance activities for a combination of 73 schools, stadiums and administrative facilities.

This function is no longer used due to the District's restructuring of functions; several functions were combined.

Operating Budget

	2008-09 Actual	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
Salaries	\$ 1,495,140	\$ 1,425,136	\$ -	\$ -	\$ -
Employee benefits	424,945	428,676	-	-	-
Professional services	101,346	116,774	-	-	-
Property maintenance services	7,145	6,864	-	-	-
Contracted services	302	-	-	-	-
Supplies & materials	617,839	130,377	-	-	-
Travel	-	-	-	-	-
Furniture & equipment	2,201	5,097	-	-	-
Other objects	1,968	983	-	-	-
Total	\$ 2,650,886	\$ 2,113,907	\$ -	\$ -	\$ -
Staffing level	33.50	31.50	-	-	-

Zone 2 Maintenance (Function 2944)

This function provides routine repairs and maintenance for schools sites, including day-to-day repairs and other facility repairs that are necessary to ensure that the educational process is not hindered. This function also responds to all emergency calls, as well as planned maintenance activities for a combination of 78 schools, stadiums and administrative facilities.

Operating Budget

	2008-09 Actual	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
Salaries	\$ 1,652,028	\$ 1,667,410	\$ 2,058,714	\$ 2,002,861	\$ 2,040,025
Employee benefits	480,488	492,801	618,232	618,182	670,428
Professional services	132,087	180,859	147,064	178,344	178,344
Property maintenance services	33,928	15,057	40,904	60,000	60,000
Contracted services	322	15	772	-	-
Supplies & materials	456,350	727,156	911,734	732,360	764,559
Travel	-	-	-	-	-
Furniture & equipment	7,521	5,443	1,533	7,000	7,000
Other objects	1,835	3,590	1,142	5,070	5,070
Total	\$ 2,764,559	\$ 3,092,331	\$ 3,780,095	\$ 3,603,817	\$ 3,725,426
Staffing level	30.50	30.50	35.00	36.00	36.00

Goals, Objectives & Measures

Goal	Objective	Performance Measure	2010-11 Actual	2011-12 Estimated	2012-13 Proposed
2 - Accountability	To be 50% complete on the Work Orders' backlog		Met goal	60%	60%

Zone 3 Maintenance (Function 2945)

This function provides routine repairs and maintenance for schools sites, including day-to-day repairs and other facility repairs that are necessary to ensure that the educational process is not hindered. This function also responds to all emergency calls, as well as planned maintenance activities for a combination of 73 schools, stadiums and administrative facilities.

Operating Budget

	2008-09 Actual	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
Salaries	\$ 1,537,305	\$ 1,699,840	\$ 2,002,479	\$ 1,987,490	\$ 2,027,106
Employee benefits	463,119	487,815	570,211	584,228	608,208
Professional services	130,094	137,931	175,146	254,838	254,838
Property maintenance services	20,561	19,968	13,891	39,193	39,193
Contracted services	989	981	(105)	-	-
Supplies & materials	565,186	689,585	833,463	635,871	668,435
Travel	-	-	-	-	-
Furniture & equipment	11,043	2,108	(879)	2,500	2,500
Other objects	1,999	3,022	1,678	5,000	5,000
Total	\$ 2,730,296	\$ 3,041,250	\$ 3,595,884	\$ 3,509,120	\$ 3,605,280
Staffing level	32.50	30.50	36.00	36.00	36.00

Goals, Objectives & Measures

Goal	Objective	Performance Measure	2010-11 Actual	2011-12 Estimated	2012-13 Proposed
2 - Accountability	To be 50% complete on the Work Orders' backlog		Met goal	60%	50%

Zone 4 Maintenance (Function 2946)

This function provides routine repairs and maintenance for school sites, including day-to-day repairs and other facility repairs that are necessary to ensure that the educational process is not hindered. This function also responds to all emergency calls as well as planned maintenance activities for 74 locations, including schools, stadiums and administrative offices.

Operating Budget

	2008-09 Actual	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
Salaries	\$ 1,647,455	\$ 1,672,220	\$ 1,986,006	\$ 1,930,439	\$ 1,969,634
Employee benefits	486,865	475,874	586,251	602,060	655,031
Professional services	150,460	156,305	131,795	178,344	178,344
Property maintenance services	34,010	48,691	68,622	58,800	58,800
Contracted services	328	-	2,417	-	-
Supplies & materials	532,004	801,014	1,236,220	751,254	769,286
Travel	-	25	-	-	-
Furniture & equipment	19,292	4,470	5,918	-	-
Other objects	1,983	3,401	3,042	5,000	5,000
Total	\$ 2,872,397	\$ 3,162,000	\$ 4,020,271	\$ 3,525,897	\$ 3,636,095
Staffing level	31.50	31.50	34.00	35.00	35.00

Goals, Objectives & Measures

Goal	Objective	Performance Measure	2010-11 Actual	2011-12 Estimated	2012-13 Proposed
2 - Accountability	To be 50% complete on the Work Orders' backlog		Met goal	60%	50%

Vehicle Repair (Function 2951)

Vehicle Repair provides the services for repairing a fleet of over 500 road vehicles including other rolling stock such as earth moving equipment and tractors. They also provide such services as towing, tire repairs, city inspections, greasing, lubrication, and major repairs to vehicles. The fleet includes various auto makers, models, and sizes to include cars, trucks, and heavy equipment.

Operating Budget

	2008-09 Actual	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
Salaries	\$ 333,545	\$ 345,920	\$ 347,702	\$ 354,602	\$ 363,533
Employee benefits	108,939	112,118	122,424	121,826	137,459
Professional services	57,042	41,319	53,541	50,000	50,000
Property maintenance services	36,836	33,468	3,865	35,000	35,000
Contracted services	378	15	-	-	-
Supplies & materials	169,356	153,249	213,145	172,818	177,818
Travel	-	-	-	-	-
Furniture & equipment	9,371	500	-	3,000	3,000
Other objects	-	-	-	-	-
Total	\$ 715,467	\$ 686,589	\$ 740,677	\$ 737,246	\$ 766,810
Staffing level	9.00	9.00	9.00	9.00	9.00

Goals, Objectives & Measures

Goal	Objective	Performance Measure	2010-11 Actual	2011-12 Estimated	2012-13 Proposed
2 - Accountability	To repair all vehicles timely and effectively.	To have all District vehicles repaired timely. To ensure preventive maintenance is performed on all vehicles.	100%	100%	100%

**Electronic Equipment Repair (Function 2953)**

This function provides for the installation and repair of various audio visual equipment (non computer) including intercoms, public address systems, video recorders, video cameras, television.

Operating Budget

	2008-09 Actual	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
Salaries	\$ 253,095	\$ 183,375	\$ 451,597	\$ 452,197	\$ 470,375
Employee benefits	79,179	49,296	138,788	144,628	150,456
Professional services	1,310	106	12,000	-	-
Property maintenance services	6,568	5,222	(1,057)	5,000	5,000
Contracted services	-	21	-	-	-
Supplies & materials	14,934	21,581	31,831	81,500	81,500
Travel	-	-	-	-	-
Furniture & equipment	3,030	3,020	-	-	-
Other objects	-	-	2,516	7,500	7,500
Total	\$ 358,116	\$ 262,621	\$ 635,675	\$ 690,825	\$ 714,831
Staffing level	5.00	4.00	8.00	8.00	8.00

Goals, Objectives & Measures

Goal	Objective	Performance Measure	2010-11 Actual	2011-12 Estimated	2012-13 Proposed
2 - Accountability	For all electronic and audio visual equipment to be functional.	Operable electronic and audio visual equipment throughout the District.	100%	100%	100%

**Band Instrument Repair (Function 2954)**

This function is responsible for repairing musical instruments throughout the District. There are approximately 15,000 instruments in the school system. During the school year, repairs are made to keep the Band programs running smoothly. During the summer, complete school musical inventories are overhauled.

Operating Budget

	2008-09 Actual	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
Salaries	\$ 302,468	\$ 282,318	\$ 148,212	\$ 147,011	\$ 181,589
Employee benefits	83,622	77,328	44,992	44,381	48,400
Professional services	1,768	9,900	1,571	5,000	5,000
Property maintenance services	2,122	4,045	3,492	35,000	35,000
Contracted services	715	-	-	3,065	5,000
Supplies & materials	27,083	35,540	21,148	42,000	42,000
Travel	-	-	-	-	-
Furniture & equipment	-	-	-	5,000	5,000
Other objects	-	-	-	-	-
Total	\$ 417,778	\$ 409,131	\$ 219,415	\$ 281,457	\$ 321,989
Staffing level	7.00	6.00	3.00	3.00	3.00

Goals, Objectives & Measures

Goal	Objective	Performance Measure	2010-11 Actual	2011-12 Estimated	2012-13 Proposed
2 - Accountability	For all musical instrument equipment to be functional.	Operable musical instrument equipment throughout the District.	100%	100%	100%

Mail and Distribution (Function 4723)

The office of Mail and Distribution is responsible for providing mail and other deliveries to all schools, area offices, and the administration building on a timely schedule. This office also serves as liaison between the Board of Education and the Post Office on postal regulations, etc. and between the Board of Education and FedEx and UPS.

Operating Budget

	2008-09 Actual	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
Salaries	\$ 207,249	\$ 211,455	\$ 206,555	\$ 179,086	\$ 182,174
Employee benefits	66,433	65,756	63,480	55,365	65,497
Professional services	985	1,500	-	-	-
Property maintenance services	2,397	5,898	3,898	4,000	4,000
Contracted services	244,409	228,898	191,127	301,566	301,566
Supplies & materials	39,792	39,770	47,289	41,196	42,900
Travel	289	4,379	1,293	-	-
Furniture & equipment	-	60	75,400	5,400	5,400
Other objects	-	-	-	-	-
Total	\$ 561,554	\$ 557,716	\$ 589,042	\$ 586,613	\$ 601,537
Staffing level	7.00	7.00	7.00	6.00	6.00

Goals, Objectives & Measures

Goal	Objective	Performance Measure	2010-11 Actual	2011-12 Estimated	2012-13 Proposed
2 - Accountability	To improve stakeholder satisfaction with services provided	Customer satisfaction surveys	Establish baseline	Increase in satisfaction ratings as compared to baseline	Review survey results to improve on customer satisfaction.

Asset Management (Function 4730)

The Asset Management division is responsible for the proper accounting of all assets owned by the Memphis City Schools system. This division ensures that all equipment received by the school system is appropriately marked as a Memphis City Schools asset. It is responsible for disposition of all surplus and obsolete assets through an auction and removing surplus and obsolete assets from the schools when required.

Operating Budget

	2008-09 Actual	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
Salaries	\$ 251,151	\$ 258,924	\$ 221,886	\$ 191,178	\$ 197,239
Employee benefits	70,405	69,981	58,139	54,688	59,088
Professional services	5,985	961	994	2,000	12,000
Property maintenance services	6,804	7,512	3,755	5,000	5,000
Contracted services	35,796	16,325	16,671	6,470	6,470
Supplies & materials	8,547	13,339	33,764	15,000	15,000
Travel	-	62	-	-	-
Furniture & equipment	172	7,997	-	-	-
Other objects	-	-	-	4,000	4,000
Total	\$ 378,860	\$ 375,101	\$ 335,209	\$ 278,336	\$ 298,797
Staffing level	5.00	5.00	4.00	4.00	4.00

Goals, Objectives & Measures

Goal	Objective	Performance Measure	2010-11 Actual	2011-12 Estimated	2012-13 Proposed
2 - Accountability	To provide proper accounting for all district assets. To properly dispose of surplus and obsolete properties.	100% accountability for all assets	99% accountability for all assets	100%	100%



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FINANCE

Pamela Anstey, Chief Financial Officer

MISSION STATEMENT:

The Department of Finance is responsible for managing the overall budget development, accounting, treasury, financial reporting and financial services operations of the District. This includes managing internal controls to mitigate risk; creating and presenting financial status and financial condition reports to internal and external parties, ensuring that the official accounting records of the District are up-to-date and accurate; safeguarding the assets of the District to minimize risk of financial loss; and creating tools to provide high-quality financial information that supports the District's strategic management initiatives.

STRATEGIC GOALS:

The strategic goals of the Department of Finance directly align with the Superintendent's Goal 2: Accountability. The Department is responsible for planning, managing, compiling and monitoring the district-wide budget and presenting a balanced budget to the Board of Commissioners. The Department's primary goal is to issue timely and accurate financial reporting. The Department also ensures that accounts payable and payroll transactions are handled in an accurate and efficient manner. In addition, the Department also maintains position control for the District.

ISSUES & TRENDS:

The Department of Finance will continue to strive for excellence in financial reporting and budgeting. The demand for information continually increases. Budget constraints have required shrinking personnel and resources; however, the demand for support has increased, as in the case of growth in the Charter Schools and responding to requests for information from the Transition Planning Commission. The Department continues to make strides in digital imaging.

The Finance Department is responsible for calculating the staffing allocation for school teachers, principals, librarians, etc., based on projected enrollment figures and/or MCS policy.

FISCAL YEAR 2011-12 PERFORMANCE HIGHLIGHTS:

Fiscal Services submitted its Comprehensive Annual Financial Report for peer review to the Association of School Business Officials International (ASBOI) and Government Finance Officers Association (GFOA) and received awards for fiscal years 2008-09 and 2009-10. Zero/Goal-Based Budgeting was achieved in 90 percent of the District's departments for the fiscal year 2012-13 budget. Budget Services received its second Association of School Business Official International (ASBOI) Meritorious Budget Award (MBA) for its fiscal year 2011-12 budget document. Budget Services submitted its fiscal year 2011-12 budget to the Government Finance Officers Association (GFOA) Distinguished Budget Presentation Award program to determine eligibility. We believe the document continues to conform to the program requirements.

FISCAL YEAR 2012-13 BUDGET HIGHLIGHTS:

The fiscal year 2012-13 budget is a continuation from the previous year's budget.

The Finance Department conducted successful budget transformation tradeoff exercises at the Budget Retreat. This process was effective and engaged key stakeholders and assisted them with making difficult decisions.

Elementary K-3 (Function 1111)

The Elementary K-3 Division contains funding for the regular kindergarten through third grade program of the District. Teachers are staffed at a ratio of one teacher on average per every twenty students. The salary and required benefits for classroom teachers and educational assistants that support Strategic Goal 1 are budgeted here.

Kindergarten curricula are developed around District standards reflective of the needs of young children. The curricula include varied cognitive, hands-on manipulative and sensory experiences. Curricula are drawn from all instructional areas and are presented as integrated foundational learning experiences that teach concepts, foster skills and serve as integrated learning tasks rather than isolated subjects. Pupils in grades 1 through 3 receive standards-based instruction according to Strategic Goal 1, in the following areas: reading/language, mathematics, science, wellness and the arts.

It is the intent of the Elementary K-3 Division to encourage students to achieve their maximum potential and develop the skills and knowledge necessary to function effectively in society. All instructional programs meet or exceed the requirements set forth by the Tennessee Board of Education.

Legally Mandated/Required Curriculum: Yes

Legal Reference or Statute: T.C.A. § 49-3-359; T.C.A. § 49-3-366

Program/Budget Changes: Five teacher and three Education Assistant positions were eliminated due to the closure of Georgia Avenue, Graceland, and Lakeview Elementary schools. The State ASD will directly run two former MCS schools: Corning Elementary and Frayser Elementary. Memphis City Schools converted Grandview Heights Elementary to a middle school.

Operating Budget

	<u>2008-09 Actual</u>	<u>2009-10 Actual</u>	<u>2010-11 Actual</u>	<u>2011-12 Budget</u>	<u>2012-13 Budget</u>
Salaries	\$ 94,036,764	\$ 93,349,887	\$ 91,748,280	\$ 93,624,550	\$ 96,226,248
Employee benefits	23,051,308	23,746,962	25,237,449	26,700,789	28,226,337
Professional services	1,816,070	1,654,350	1,701,705	1,750,080	1,750,080
Property maintenance services	-	-	6	-	-
Contracted services	23,153	25,339	30,771	10,005	10,055
Supplies & materials	1,301,382	1,031,709	1,005,344	1,227,877	1,232,911
Travel	248	-	59	1,000	1,000
Furniture & equipment	342,576	149,481	867,873	106,783	107,316
Other objects	-	-	-	-	-
Total	<u>\$ 120,571,501</u>	<u>\$ 119,957,728</u>	<u>\$ 120,591,487</u>	<u>\$ 123,421,084</u>	<u>\$ 127,553,947</u>
Staffing level	2,519.00	2,446.00	1,796.50	1,910.00	1,736.00

**Elementary 4-6 (Function 1121)**

The instructional program for the Elementary 4-6 Division is designed to be standards-based and provides for the individualized needs of children while learning at high levels through a balanced program of experiences. Instruction includes the arts, wellness, language arts, social studies, mathematics and science. Foreign language is also taught at some schools. Teachers are staffed at a ratio of one teacher on average per every 25 students.

Legally Mandated/Required Curriculum: Yes

Legal Reference or Statute: T.C.A. § 49-3-359; T.C.A. § 49-3-366

Operating Budget

	2008-09 Actual	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
Salaries	\$ 46,080,712	\$ 45,722,241	\$ 47,028,784	\$ 51,922,978	\$ 51,748,784
Employee benefits	10,630,022	11,150,902	13,004,876	14,002,033	14,946,649
Professional services	-	-	-	-	-
Property maintenance services	-	-	-	-	-
Contracted services	7,442	13,097	7,276	6,880	6,745
Supplies & materials	759,393	476,428	604,952	470,820	461,621
Travel	-	-	-	-	-
Furniture & equipment	254,222	158,530	743,918	77,699	76,207
Other objects	-	-	-	-	-
Total	\$ 57,731,791	\$ 57,521,198	\$ 61,389,806	\$ 66,480,410	\$ 67,240,006
Staffing level	992.00	967.00	953.00	928.00	901.00

Junior High/Middle School (Function 1141)

The instructional program for the Junior High (grades 7-9)/Middle School (grades 6-8) Division is designated to promote a smooth transition from the elementary to the high school programs. Sound academic skills are integrated to ensure higher levels of success as students prepare for the rigor of the high school program. Strengthening of knowledge, skills and concepts defined by local and State standards are emphasized as the foundation of the students' individualized program. Standards-based instruction is offered in the areas of English/language arts, social studies, mathematics, science, foreign languages, art, wellness and vocational education. Middle schools are staffed at a ratio of one teacher on average per every 25 students for sixth grade and one teacher per every 26 students for seventh and eighth grades.

Legally Mandated/Required Curriculum: Yes

Legal Reference or Statute: T.C.A. § 49-3-359; T.C.A. § 49-3-366

Program/Budget Changes: Memphis City Schools converted Grandview Heights Elementary to a middle school. The State ASD will directly run Westside Middle.

Operating Budget

	<u>2008-09 Actual</u>	<u>2009-10 Actual</u>	<u>2010-11 Actual</u>	<u>2011-12 Budget</u>	<u>2012-13 Budget</u>
Salaries	\$ 49,172,535	\$ 38,394,888	\$ 40,248,593	\$ 45,339,088	\$ 45,642,426
Employee benefits	12,594,163	9,482,178	11,190,492	12,375,598	13,076,632
Professional services	-	-	-	-	-
Property maintenance services	1,697	-	-	-	-
Contracted services	38,122	25,590	14,272	7,617	7,327
Supplies & materials	713,015	524,147	638,958	458,729	441,295
Travel	-	-	-	-	-
Furniture & equipment	217,020	177,260	545,777	89,924	100,518
Other objects	-	-	-	-	-
Total	<u>\$ 62,736,552</u>	<u>\$ 48,604,063</u>	<u>\$ 52,638,092</u>	<u>\$ 58,270,956</u>	<u>\$ 59,268,198</u>
Staffing level	1,015.00	963.00	944.00	867.00	828.00

High School (Function 1151)

The High School instructional program is designed to promote high levels of learning for a diverse student population. Comprehensive subject offerings are supplemented with optional schools and overage for grade and dual enrollment programs to address the varied interests of students. Helping students to meet demands from institutions of higher education and the world of work are the overall goals for this program. Towards these ends, a wide range of course offerings and job-related trainings are included. Standards-based instruction is offered in the areas of English, mathematics, science, social studies, language arts, the arts, vocation, personal finance, health, physical education and wellness to all students. Expectations for levels of performance in these areas are carefully defined by the District as "performance indicators." Teachers are staffed at a ratio of one teacher on average per every 28 students.

Legally Mandated/Required Curriculum: Yes

Legal Reference or Statute: T.C.A. § 49-3-359; T.C.A. § 49-3-366

Operating Budget

	<u>2008-09 Actual</u>	<u>2009-10 Actual</u>	<u>2010-11 Actual</u>	<u>2011-12 Budget</u>	<u>2012-13 Budget</u>
Salaries	\$ 52,517,524	\$ 57,491,725	\$ 51,595,757	\$ 37,950,874	\$ 38,088,244
Employee benefits	12,211,780	13,807,364	14,630,640	10,158,105	10,822,351
Professional services	-	900	100	-	-
Property maintenance services	145,578	-	-	-	-
Contracted services	34,914	21,699	8,184	6,993	6,629
Supplies & materials	703,716	576,296	557,818	463,720	439,662
Travel	1,896	-	-	-	-
Furniture & equipment	372,289	374,195	934,759	126,273	119,730
Other objects	-	-	-	-	-
Total	<u>\$ 65,987,697</u>	<u>\$ 72,272,179</u>	<u>\$ 67,727,258</u>	<u>\$ 48,705,965</u>	<u>\$ 49,476,616</u>
Staffing level	779.00	782.50	759.50	638.50	653.00

Professional Development – Schools (Function 1914)

The Division of Professional Development – Schools takes a comprehensive approach based on an established five-year plan to improve the quality of education for students. This plan provides ongoing training for District-level staff, school administrators, school-based coaches, teachers and para-educators. Annual conferences are provided for academic and classified staff. These stakeholders are committed to eliminating the achievement gap. Educators engage in institutes, seminars and specialized sessions that support transforming schools and professional learning communities.

Major initiatives supported include The Urban Education Center, The Executive Leadership Program (ELP), Summer Institutes and Principals' Academy. These initiatives are designed to address the critical need for quality leaders in urban schools. The ELP develops quality building administrators who are prepared to address the unique challenges of urban schools.

The essential programs are Diversity Training, Professional Learning Communities Institute, Mentoring Novice Principals, National Board Certification, Teacher Leadership Academy, New Teacher Induction and Mentoring, para-educators, Leadership Academy, The Classroom Walk-Through, Clinical Experience with Local Colleges and Universities, Teacher Resource, Virtual Learning and monthly professional development meetings for all stakeholders.

Program/Budget Changes: This function was eliminated in the fiscal year 2011-12 budget.

Operating Budget

	2008-09 Actual	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
Salaries	\$ (1)	\$ 6,847	\$ -	\$ -	\$ -
Employee benefits	(2)	3,022	-	-	-
Professional services	241,212	291,129	159,314	-	-
Property maintenance services	-	-	-	-	-
Contracted services	-	-	-	-	-
Supplies & materials	-	-	-	-	-
Travel	-	-	-	-	-
Furniture & equipment	-	-	-	-	-
Other objects	-	-	-	-	-
Total	\$ 241,209	\$ 300,998	\$ 159,314	\$ -	\$ -
Staffing level	-	-	-	-	-

**Career Teacher Program (Function 1919)**

"Career Ladder" under the 1984 Educational Bill, provides funding for teachers who are eligible and approved. The term "teacher" includes principals, assistant principals, guidance counselors, librarians, consultants and teachers. New hires are not eligible to participate in the program. This function is 100 percent funded by the State of Tennessee – Career Teacher Program Revenues.

Legally Mandated/Required Curriculum: Yes

Operating Budget

	2008-09 Actual	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
Salaries	\$ 3,657,976	\$ 3,756,689	\$ 3,456,035	\$ 2,898,324	\$ 2,898,324
Employee benefits	506,884	517,639	571,675	484,020	484,020
Professional services	-	-	-	-	-
Property maintenance services	-	-	-	-	-
Contracted services	-	-	-	-	-
Supplies & materials	-	-	-	-	-
Travel	-	-	-	-	-
Furniture & equipment	-	-	-	-	-
Other objects	-	-	-	-	-
Total	\$ 4,164,860	\$ 4,274,328	\$ 4,027,710	\$ 3,382,344	\$ 3,382,344
Staffing level	-	-	-	-	-

**School Fees (Function 1920)**

In order to comply with the requirements of the Education Improvement Act of the State of Tennessee, funds are provided here for the waiver of educational fees for students who receive free or reduced price meals. This money, which is a part of schools' site-based budgets, is allocated based upon the number of students receiving reduced price meals.

Operating Budget

	<u>2008-09 Actual</u>	<u>2009-10 Actual</u>	<u>2010-11 Actual</u>	<u>2011-12 Budget</u>	<u>2012-13 Budget</u>
Salaries	\$ -	\$ -	\$ -	\$ -	\$ -
Employee benefits	-	-	-	-	-
Professional services	-	-	-	-	-
Property maintenance services	-	-	-	-	-
Contracted services	-	-	-	-	-
Supplies & materials	-	-	-	-	-
Travel	-	-	-	-	-
Furniture & equipment	-	-	-	-	-
Other objects	577,224	262,430	261,943	554,863	570,000
Total	<u>\$ 577,224</u>	<u>\$ 262,430</u>	<u>\$ 261,943</u>	<u>\$ 554,863</u>	<u>\$ 570,000</u>
Staffing level	-	-	-	-	-

**Trustee Commission (Function 2118)**

The County Trustee charges administrative fees for the collection and distribution of property, sales and various other taxes earmarked for education. Commission rates vary according to the type of revenues collected. District revenues are now reported at gross, which includes this fee. Prior to fiscal year 2006-07, the revenues reported did not include this charge.

Operating Budget

	<u>2008-09 Actual</u>	<u>2009-10 Actual</u>	<u>2010-11 Actual</u>	<u>2011-12 Budget</u>	<u>2012-13 Budget</u>
Salaries	\$ -	\$ -	\$ -	\$ -	\$ -
Employee benefits	-	-	-	-	-
Professional services	-	-	-	-	-
Property maintenance services	-	-	-	-	-
Contracted services	-	-	-	-	-
Supplies & materials	-	-	-	-	-
Travel	-	-	-	-	-
Furniture & equipment	-	-	-	-	-
Other objects	5,932,238	6,000,315	5,897,211	5,832,259	5,863,235
Total	<u>\$ 5,932,238</u>	<u>\$ 6,000,315</u>	<u>\$ 5,897,211</u>	<u>\$ 5,832,259</u>	<u>\$ 5,863,235</u>
Staffing level	-	-	-	-	-

Elementary School Leadership (Function 2405)

Elementary School Leadership provides funds for 103 elementary school administrators to plan and direct the instructional program; to supervise all personnel and pupils assigned; to maintain the school environment and to manage the daily operation of each school. The number of administrators in each school is determined by the District's staffing formula. The school clerical positions are also included in this function.

Legally Mandated/Required Curriculum: Yes

Legal Reference or Statute: TC.A. § 49-5-412

Program/Budget Changes: Three Principal, five Teacher, three Education Assistant, three General Office Secretary and three School Secretary positions were eliminated due to the closure of three elementary schools: Georgia Avenue, Graceland, and Lakeview. One-half Principal position is budgeted in fiscal year 2012-13 for planning purposes related to the new Southeast Elementary School which is scheduled to open fall 2013. The State ASD will directly run two former MCS schools: Corning Elementary and Frayser Elementary. Memphis City Schools converted Grandview Heights Elementary to a middle school.

Operating Budget

	<u>2008-09 Actual</u>	<u>2009-10 Actual</u>	<u>2010-11 Actual</u>	<u>2011-12 Budget</u>	<u>2012-13 Budget</u>
Salaries	\$ 17,763,967	\$ 19,042,758	\$ 18,880,058	\$ 18,473,244	\$ 18,444,964
Employee benefits	4,591,298	4,666,654	5,141,001	5,085,071	5,255,106
Professional services	-	-	-	-	-
Property maintenance services	41,788	28,024	59,707	34,757	35,348
Contracted services	36,851	25,657	28,892	23,169	23,572
Supplies & materials	277,733	201,612	216,302	169,264	172,118
Travel	86,887	62,204	39,400	138,000	138,538
Furniture & equipment	298,956	184,844	224,162	251,880	256,130
Other objects	24,015	102,083	125,710	45,000	45,000
Total	<u>\$ 23,121,495</u>	<u>\$ 24,313,836</u>	<u>\$ 24,715,232</u>	<u>\$ 24,220,385</u>	<u>\$ 24,370,776</u>
Staffing level	417.00	341.00	351.00	344.50	334.50

**In-Lieu of Assistant Principal (Function 2406)**

This function provides a monetary allocation to schools not eligible for an assistant principal as follows: enrollment amount (includes pre-K) 1 through 399 (\$2,500), 400 through 659 (\$9,500). Prior to fiscal year 2007-08, the allocation was \$9,000 to schools with enrollments between 400 and 659 students. The enrollment count did not include or consider pre-K students.

Operating Budget

	2008-09 Actual	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
Salaries	\$ 249,629	\$ 287,003	\$ 261,207	\$ -	\$ 500,000
Employee benefits	9,199	9,601	10,136	-	38,250
Professional services	-	-	-	-	-
Property maintenance services	-	-	-	-	-
Contracted services	-	-	-	-	-
Supplies & materials	-	-	-	-	-
Travel	-	-	-	-	-
Furniture & equipment	-	-	-	-	-
Other objects	-	-	-	-	-
Total	\$ 258,828	\$ 296,604	\$ 271,343	\$ -	\$ 538,250
Staffing level	-	-	-	-	-

Secondary School Leadership (Function 2410)

Secondary School Leadership provides funds for 62 secondary school administrators to plan and direct the instructional program; to supervise all personnel and pupils assigned; to maintain the school environment; and to manage the daily operations of each school. The number of administrators in each school is determined by the District's staffing formula, which is located in the informational section of this document.

Legally Mandated/Required Curriculum: Yes

Legal Reference or Statute: T.C.A. § 49-5-412

Program/Budget Changes: Memphis City Schools converted Grandview Heights Elementary to a middle school. The State ASD will directly run Westside Middle.

Operating Budget

	<u>2008-09 Actual</u>	<u>2009-10 Actual</u>	<u>2010-11 Actual</u>	<u>2011-12 Budget</u>	<u>2012-13 Budget</u>
Salaries	\$ 22,505,325	\$ 21,088,793	\$ 21,420,896	\$ 21,268,058	\$ 21,511,293
Employee benefits	5,737,096	5,334,448	5,818,088	5,745,146	6,093,772
Professional services	-	-	-	-	-
Property maintenance services	34,842	22,890	65,636	32,869	32,716
Contracted services	27,378	28,475	14,656	21,914	21,806
Supplies & materials	147,771	128,448	186,987	160,059	159,309
Travel	67,704	101,707	65,347	103,552	108,619
Furniture & equipment	277,808	194,669	216,546	238,185	237,065
Other objects	179,857	203,922	219,914	237,500	237,500
Total	<u>\$ 28,977,781</u>	<u>\$ 27,103,352</u>	<u>\$ 28,008,070</u>	<u>\$ 27,807,283</u>	<u>\$ 28,402,080</u>
Staffing level	412.00	393.00	385.00	376.00	382.00

**Exceptional Children Center Administration (Function 2430)**

Exceptional Children Center Administration provides administrative leadership and clerical assistance to the Shrine and Avon-Lenox Centers.

Operating Budget

	2008-09 Actual	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
Salaries	\$ 311,865	\$ 310,628	\$ 328,735	\$ 329,710	\$ 339,813
Employee benefits	71,894	72,084	86,364	90,750	94,437
Professional services	1,573	343	327	1,030	1,030
Property maintenance services	7,193	1,673	1,167	3,049	3,049
Contracted services	610	101	-	3,705	3,705
Supplies & materials	11,017	16,343	30,369	11,840	11,840
Travel	-	-	-	8,549	8,549
Furniture & equipment	6,195	3,550	5,499	11,230	11,230
Other objects	-	-	-	-	-
Total	\$ 410,347	\$ 404,722	\$ 452,461	\$ 459,863	\$ 473,653
Staffing level	6.00	6.00	6.00	6.00	6.00

Finance (Function 2605)

The Finance Department's mission is to promote sound financial management; provide quality services to the District; deliver innovative business solutions; and support the public service mission of Memphis City Schools. We aspire to be the preeminent financial services organization in public education and to set the standard by which districts measure success.

Legally Mandated/Required Curriculum: Yes

Operating Budget

	2008-09 Actual	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
Salaries	\$ 257,199	\$ 254,524	\$ 263,126	\$ 268,569	\$ 275,305
Employee benefits	47,657	49,539	53,580	53,940	56,627
Professional services	16,747	12,233	10,835	7,815	7,815
Property maintenance services	129	1,117	7,316	600	600
Contracted services	446	96	-	4,600	4,600
Supplies & materials	688	6,895	3,063	6,500	3,486
Travel	1,423	5,282	2,529	-	1,319
Furniture & equipment	9,368	1,111	539	2,500	2,500
Other objects	185	-	1,296	185	3,199
Total	\$ 333,842	\$ 330,797	\$ 342,284	\$ 344,709	\$ 355,451
Staffing level	2.00	2.00	3.00	2.00	2.00

Goals, Objectives & Measures

Goal	Objective	Performance Measure	2010-11 Actual	2011-12 Estimated	2012-13 Proposed
2 - Accountability	To submit balanced budget for Board of Education Approval , City of Memphis Approval and State of Tennessee Reporting Requirements.	Meeting all required deadline dates for completion	100%	100%	100%
	To produce accurate financial reports and maintain a high level of internal controls to maximize integrity and confidence in the district's financial information.	Receipt of an Unqualified Audit Opinion by external auditors verifying compliance in accordance with GAAP (Generally Accepted Accounting Principles)	100%	100%	100%

Payroll Services (Function 2702)

The Division of Payroll Services is responsible for payroll functions as well as time and attendance reporting of the schools system for over 250 locations. The Division processes over 16,000 pay checks and direct deposit advices for Bi-weekly and Semimonthly payrolls. The Division is also responsible for the monthly reporting of retirement information to the Tennessee Consolidated Retirement System and processing year-end W-2s and 1099Rs.

Legally Mandated/Required Curriculum: Yes

Operating Budget

	2008-09 Actual	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
Salaries	\$ 626,408	\$ 663,932	\$ 722,309	\$ 743,278	\$ 817,120
Employee benefits	153,975	170,739	185,046	183,203	226,288
Professional services	15,032	20,833	17,881	6,000	6,000
Property maintenance services	2,908	163	4,364	4,900	6,520
Contracted services	63	1,885	294	2,500	880
Supplies & materials	41,358	42,098	37,707	42,600	42,600
Travel	1,302	877	-	-	-
Furniture & equipment	-	11,110	31,295	2,700	2,700
Other objects	-	-	-	100	100
Total	\$ 841,046	\$ 911,637	\$ 998,896	\$ 985,281	\$ 1,102,208
Staffing level	12.00	12.00	12.00	12.00	12.00

Goals, Objectives & Measures

Goal	Objective	Performance Measure	2010-11 Actual	2011-12 Estimated	2012-13 Proposed
2 - Accountability	To process payrolls for district employees	Timely processing of Payroll Information	100%	100%	100%

Budget Services (Function 2704)

Budget Services' primary objective is to provide financial planning management services to schools, departments, the Superintendent, the Board of Education and community stakeholders in order to ensure financial integrity and effective use of resources. In addition, Budget Services maximize the District's resources by identifying cost-saving measures, monitoring financial trends, assisting other divisions in developing their budgets, evaluating performance indicators and making improvements to the budget process. These efforts culminate in the accurate and timely publication of the District's annual operating and capital budgets, which play a vital role in communicating to the citizenry of Memphis and Shelby County, as well as the State of Tennessee, the uses of their tax dollars.

Legally Mandated/Required Curriculum: Yes

Legal Reference or Statute: TC.A. § 49-3-316, T.C.A. § 10-7-512, GASB and OMB Circular A-133

Operating Budget

	2008-09 Actual	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
Salaries	\$ 240,315	\$ 477,192	\$ 535,718	\$ 539,215	\$ 568,477
Employee benefits	64,073	119,786	138,971	140,156	156,554
Professional services	6,121	4,690	34,924	5,931	3,931
Property maintenance services	2,715	710	315	587	7,585
Contracted services	7,250	5,236	9,123	2,500	10,000
Supplies & materials	4,648	10,808	3,355	3,000	3,000
Travel	-	2,204	1,853	-	-
Furniture & equipment	89,607	-	(1,385)	4,000	4,000
Other objects	-	600	637	500	2,265
Total	\$ 414,729	\$ 621,226	\$ 723,511	\$ 695,889	\$ 755,812
Staffing level	6.00	8.00	8.00	7.00	7.00

Goals, Objectives & Measures

Goal	Objective	Performance Measure	2010-11 Actual	2011-12 Estimated	2012-13 Proposed
2 - Accountability	To submit annual operating and capital budgets for approval by the Board of Commissioners	Percentage of operating and capital budgets submitted on schedule	100%	100%	100%
	To produce highly effective communication and financial tools illustrating the District's financial budget	Receive ASBOI Meritorious Budget Award	3/31/2011	12/21/2011	TBA
	To produce highly effective communication and financial tools illustrating the District's financial budget	Receive GFOA Distinguished Budget Presentation	4/17/2011	3/7/2012	TBA
	To submit annual operating budget to the State of Tennessee	Budget submitted to State in a timely manner	9/18/2010	9/30/2011	8/1/2012

Fiscal Services (Function 2710)

The division of Fiscal Services is responsible for presenting monthly and annual financial conditions of the school district along with other information necessary for understanding the district's financial affairs. This includes, but is not limited to, the administration of the accounting and financial reporting; \$900 million fixed asset reporting; cash management of \$1.3 billion; disbursement of 53,000 accounts payable checks; processing and compliance review of 6,500 district in-town travel mileage reimbursements and 3,500 out-of-town travel requests. The Payroll Division and Office of Accounts Payable are direct reports. Revenue and expenditures are monitored and periodic forecasts and reports are prepared and distributed. The division assists in seeking funding for district operations.

Legally Mandated/Required Curriculum: Yes

Legal Reference or Statute: The division must comply with IRS regulations, the Governmental Accounting Standards Board (GASB), and OMB Circular A-133 regulations. This division must adhere to the Open Records Law, TCA 10-7-512. Financial reporting is mandated by the State of Tennessee, T.C.A. § 49-3-316 through 319. The division must also adhere to these additional mandates by the State of Tennessee: State Revenues 49-3-314 and 315, Dedicated Education Fund 49-3-352, BEP 49-3-353 through 359, Internet Funding 49-3-368, Reports to the State 49-2-406, School Audits 49-2-112, Investments 6-56-106, and Charter Schools 49-13-106 through 130.

Operating Budget

	2008-09 Actual	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
Salaries	\$ 691,936	\$ 697,577	\$ 702,790	\$ 760,943	\$ 791,694
Employee benefits	174,846	165,078	194,666	217,210	228,028
Professional services	104,084	87,988	83,966	93,850	93,340
Property maintenance services	447	588	188	6,400	6,951
Contracted services	447	3,500	30,186	7,650	8,957
Supplies & materials	11,691	11,148	13,413	19,001	18,996
Travel	1,303	2,182	639	-	5
Furniture & equipment	6,938	24,518	5,985	6,070	8,812
Other objects	-	2,195	2,627	2,300	2,300
Total	\$ 991,692	\$ 994,774	\$ 1,034,460	\$ 1,113,424	\$ 1,159,083
Staffing level	13.00	13.00	13.00	12.00	12.00

Goals, Objectives & Measures

Goal	Objective	Performance Measure	2010-11 Actual	2011-12 Estimated	2012-13 Proposed
2 - Accountability	Annual Audit	Unqualified Opinion	Met	TBA	TBA
	CAFR	Award of Excellence	TBA	TBA	TBA
	Monthly Reporting	Board Approval	Met	Board Sessions	Board Sessions
	Annual State Reports	August 1st Deadline	Met	August 1st Deadline	August 1st Deadline

**Accounts Payable Services (Function 2725)**

Accounts Payable Services seeks to ensure the timely disbursement of payments to vendors, contractors and others in compliance with established and legal contractual terms. Accounts Payable Services processes all check requests and contract payment requests initiated by District personnel, ensures that supporting documentation and approvals for payment are in compliance with established procedures, generates and mails checks, processes travel advances and expense reports and issues 1099-MISC forms to applicable providers of services as required by Internal Revenue Services' regulations.

Legally Mandated/Required Curriculum: Yes

Operating Budget

	2008-09 Actual	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
Salaries	\$ 303,279	\$ 323,402	\$ 338,280	\$ 407,765	\$ 417,102
Employee benefits	91,488	91,051	98,664	121,099	134,596
Professional services	585	516	-	2,150	5,100
Property maintenance services	986	198	3,366	3,176	4,994
Contracted services	10,945	10,347	9,971	6,305	100
Supplies & materials	3,496	3,055	3,387	4,838	6,038
Travel	147	-	-	-	-
Furniture & equipment	3,377	125	-	-	-
Other objects	-	-	-	265	502
Total	\$ 414,303	\$ 428,694	\$ 453,668	\$ 545,598	\$ 568,432

Staffing level	7.00	7.00	8.00	8.00	8.00
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Goals, Objectives & Measures

Goal	Objective	Performance Measure	2010-11 Actual	2011-12 Estimated	2012-13 Proposed
2 - Accountability	To process payment documents within days of receipt from the divisions	Percentage of payments processed within 5 days	98%	98%	98%
	To audit all payment documents for authorized approval and proper supporting documentation	Percentage of documents audited	100%	100%	100%
	To issue 1099-MISC forms for all applicable providers of services no later than January 31 of each year	Date 1099-MISC forms issued	100%	100%	100%

Debt Service (Function 4000)

This function provides for the debt requirements of the district. Currently the district is repaying interest free Quality Zone Academy Bonds (QZAB) awarded to the district for major improvements to the vocational schools and various science labs.

	City of Memphis Regular	E P A	State of TN QZAB	Total
Principal	\$0	\$0	\$547,384	\$547,384
Interest	0	0	0	0
Commission	0	0	2,628	2,628
Total	\$0	\$0	\$550,012	\$550,012
Debt Pay-out	FY2019	FY2011	FY2019	

Legally Mandated/Required Curriculum: Yes

Legal Reference or Statute: Debt

Operating Budget

	2008-09 Actual	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
Salaries	\$ -	\$ -	\$ -	\$ -	\$ -
Employee benefits	-	-	-	-	-
Professional services	-	-	-	-	-
Property maintenance services	-	-	-	-	-
Contracted services	-	-	-	-	-
Supplies & materials	-	-	-	-	-
Travel	-	-	-	-	-
Furniture & equipment	-	-	-	-	-
Other objects	990,413	989,868	837,573	550,012	550,012
Total	\$ 990,413	\$ 989,868	\$ 837,573	\$ 550,012	\$ 550,012
Staffing level	-	-	-	-	-

Charter Schools Allocation (Function 5500)

This function records the local and state revenue allocations transferred to the twenty-nine (29) charter schools approved by the Board of Commissioners of Memphis City Schools in accordance with TCA 49-13-106 through 130. Allocations are generated based on the weighted full-time equivalent average daily membership (WFTEADM) of students reported in 2nd, 3rd, 6th, and 7th twenty-day periods. The following schools have been chartered by the State of Tennessee:

Aurora Collegiate	Memphis Grizzlies
Circles of Success Learning Academy	Memphis School of Excellence
City Boys Prep	New Consortium
City University School of Liberal Arts	Omni Prep Academy North Pointe Lower
Freedom Prep	Omni Prep Academy North Pointe Middle
KIPP Elementary (New)	Power Center Academy
KIPP Memphis Collegiate Middle	Power Center Academy High
KIPP #2 Memphis Collegiate Middle (New)	Promise Academy
KIPP Memphis Collegiate High	Soulsville Charter School
Memphis Academy of Health Sciences Middle School	Southern Avenue Charter School
Memphis Academy of Health Sciences High School	Southern Avenue Middle
Memphis Academy of Science and Engineering	STAR Academy
Memphis Business Academy Elementary	Veritas
Memphis Business Academy Middle School	
Memphis Business Academy High School	
Memphis College Prep	

Legally Mandated/Required Curriculum: Yes

Legal Reference or Statute: T.C.A. § 49-13-106

Resource Allocation: Local and State Revenue

Program/Budget Changes: Two new charter schools were approved by the Board of Commissioners to open in fiscal year 2012-13; increasing the allocation.

Operating Budget

	2008-09 Actual	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
Salaries	\$ -	\$ -	\$ -	\$ -	\$ -
Employee benefits	-	-	-	-	-
Professional services	21,372,840	29,490,799	38,817,020	51,141,585	57,790,366
Property maintenance services	-	-	-	-	-
Contracted services	-	-	-	-	-
Supplies & materials	-	-	-	-	-
Travel	-	-	-	-	-
Furniture & equipment	-	-	-	-	-
Other objects	-	-	-	-	-
Total	\$ 21,372,840	\$ 29,490,799	\$ 38,817,020	\$ 51,141,585	\$ 57,790,366
Staffing level	-	-	-	-	-

**Other Potential Uses (Function 5600)**

This function accounts for the District's reserve requirements for items such as Teacher Effectiveness Initiative and district-wide travel.

Program/Budget Changes: The fiscal year 2012-13 budget includes funding for district-wide travel and high cost special need students.

Operating Budget

	<u>2008-09 Actual</u>	<u>2009-10 Actual</u>	<u>2010-11 Actual</u>	<u>2011-12 Budget</u>	<u>2012-13 Budget</u>
Salaries	\$ -	\$ -	\$ -	\$ -	\$ -
Employee benefits	-	-	-	-	-
Professional services	-	-	-	-	-
Property maintenance services	-	-	-	-	-
Contracted services	-	-	-	-	-
Supplies & materials	-	-	-	-	-
Travel	-	-	-	300,000	300,000
Furniture & equipment	-	-	-	-	-
Other objects	-	-	-	5,025,329	500,000
Total	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 5,325,329</u>	<u>\$ 800,000</u>
Staffing level	-	-	-	-	-



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HUMAN RESOURCES

Cerita Butler, Interim Executive Director

MISSION STATEMENT:

Employment Services is charged with the responsibility of providing Human Resources services to an active work force in excess of 15,000 employees serving in approximately 600 job classifications. The mission of Employment Services is to recruit, support, and retain a highly productive and effective workforce.

STRATEGIC GOALS:

- Strategic Talent Acquisition and Placement
- Regulatory Compliance for all employment
- Paperless HR
- HR consultant and advisor staff development

ISSUES & TRENDS:

In 2009, MCS teacher recruitment and staffing was outsourced to The New Teacher Project (TNTP) as a part of the Teacher Effectiveness Initiative. TNTP works collaboratively with the MCS Human Resources Department to ensure the successful selection and placement of highly effective teachers. MCS Human Resources conducts eligibility for hire, certification/screenings, new hire on-boarding, and life-cycle event services for all teachers. The TNTP partnership does not reduce or replace the services delivered by MCS Human Resources staff which includes employee onboarding, licensure certification, employee benefits, records management, employment law, compliance, HR planning and analytics.

FISCAL YEAR 2011-2012 PERFORMANCE HIGHLIGHTS:

On an annual basis, Employment Services screens over 180,000 applications, interviews over 4,000 applicants, transfers over 1,500 employees, and employs 1,800 new employees. Additionally, the department maintains certificated and classified substitute employees rosters of approximately 1,600 and 500 employees respectively.

FISCAL YEAR 2012-2013 BUDGET HIGHLIGHTS:

As part of the 10% FY2011-2012 departmental cuts and reduction in force implemented in the General Fund:

- This budget reduced its workforce by four positions. The following positions were eliminated: Human Resources Coordinator, Human Resources Specialist, Records Clerk II, and Telephone Operator.
- To offset the negative effect of the FY2009-2010 budget cuts, one Fund 1 position was transferred to Labor Relations (Function 2620).
- Two positions were transferred from Employment Services (Function 2610) to Compensation (Function 2612) to correctly align all compensation/pay and job classification administration duties and services.

Strategic Investments in FY2013 will include:

- A major records management project to convert all 15,000 active employee personnel files to electronic files. Additionally, thousands of terminated employee files, which we are legally required to maintain, will be converted to electronic files. This project will be outsourced for cost effectiveness and maximum efficiency.
- Part-time Records Clerk II will support on-going records imaging of all newly hired employees and status change documents.
- 403b Investment and Retirement Plan consultant will be contracted to ensure regulatory compliance with 403b regulations.

Substitutes (Function 1912)

The Substitute budget provides highly qualified substitute teachers for the classroom during regular teacher absences in order to ensure continuity. Maintain a pool of qualified clerical personnel who is charged to the requesting budget.

Legally Mandated/Required Curriculum: Yes

Legal Reference or Statute: T.C.A. § 49-2-203 (a) (15); T.C.A. § 8-36-805; T.C.A. § 49-5-413; MCS Board Policy 5.701

Operating Budget

	2008-09 Actual	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
Salaries	\$ 7,326,027	\$ 7,666,860	\$ 7,202,894	\$ 5,339,987	\$ 5,339,987
Employee benefits	532,086	589,155	537,989	891,245	891,245
Professional services	-	-	-	-	-
Property maintenance services	-	-	-	-	-
Contracted services	200,119	147,452	29,791	186,542	186,542
Supplies & materials	-	-	-	-	-
Travel	-	-	-	-	-
Furniture & equipment	-	-	-	-	-
Other objects	-	-	-	-	-
Total	\$ 8,058,232	\$ 8,403,467	\$ 7,770,674	\$ 6,417,774	\$ 6,417,774
Staffing level	-	-	-	-	-

Goals, Objectives & Measures

Goal	Objective	Performance Measure	2010-11 Actual	2011-12 Estimated	2012-13 Proposed
Provide qualified candidates	To provide only qualified candidates to the schools	Percentage of unfilled vacancy requests	100%	100%	100%
Implement an automated system that provides schools with approved substitutes teacher and clerical candidates	Maintain a system of only qualified candidates	Percentage of qualified candidates in the system	100%	100%	100%

Performance Management Planning and Professional Development (Function 2123)

The Division of Performance Management Planning and Professional Development is responsible for providing support and assistance in the development of goals; measurement is the process of assessing progress toward achieving predetermined goals. Performance Management is building on that process and adding the relevant communication and actions on the progress achieved against pre-determined goals. In Organizational Development (OD), performance management looks at actual results versus desired results. Any difference between actual results and less-than-desired results constitutes the performance improvement zone(s). Performance management and improvement is the cycle: 1) Performance planning where goals and objectives are established; 2) Performance coaching where a manager intervenes to give feedback and adjust performance; and 3) Performance appraisal where individual performance is formally documented and feedback delivered. Performance problems are any gaps between desired results versus actual results. Performance improvement is designed and targeted at closing the gap between actual results and desired results. The Division of Performance Management Planning and Professional Development is charged with helping to identify and resolve those issues.

This Division is no longer active due to the District's restructuring of functions; several functions have been combined.

Operating Budget

	2008-09 Actual	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
Salaries	\$ 155,929	\$ -	\$ -	\$ -	\$ -
Employee benefits	39,127	-	-	-	-
Professional services	23,260	-	-	-	-
Property maintenance services	654	-	-	-	-
Contracted services	5,911	-	-	-	-
Supplies & materials	962	-	-	-	-
Travel	-	-	-	-	-
Furniture & equipment	965	-	-	-	-
Other objects	-	-	-	-	-
Total	\$ 226,808	\$ -	\$ -	\$ -	\$ -
Staffing level	2.00	-	-	-	-

Employment Services (Function 2610)

Employment Services is charged with the responsibility of providing services to an active work force in excess of 16,000 employees serving in approximately 600 job classifications. The mission of Employment Services is to ensure that the best candidates are recruited and retained for all district positions and that the district is in compliance with all Federal, State, and local laws.

Legally Mandated/Required Curriculum: Yes

Legal Reference or Statute: Federal FLSA Guidelines & Tennessee Code Annotated

Operating Budget

	2008-09 Actual	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
Salaries	\$ 1,598,634	\$ 1,827,789	\$ 1,944,295	\$ 1,774,243	\$ 1,734,434
Employee benefits	409,559	452,774	497,990	457,821	475,894
Professional services	20,652	114,214	37,300	32,532	579,161
Property maintenance services	20,560	32,441	40,508	29,020	29,020
Contracted services	52,522	24,757	71,241	48,870	73,145
Supplies & materials	29,352	24,608	31,765	24,275	30,000
Travel	4,449	7,545	4,786	2,629	5,050
Furniture & equipment	34,131	5,919	7,283	3,000	3,000
Other objects	480	1,120	(200)	1,760	1,760
Total	\$ 2,170,339	\$ 2,491,167	\$ 2,634,968	\$ 2,374,150	\$ 2,931,464
Staffing level	34.50	35.00	35.00	29.00	29.00

Goals, Objectives & Measures

Goal	Objective	Performance Measure	2010-11 Actual	2011-12 Estimated	2012-13 Proposed
Recruitment	Recruit the best candidate possible for all positions	% of completed replacement request	100%	100% NOTE (HR is responsible for 60% of the recruitment numbers for the district in FY 2012)	100% NOTE (HR is responsible for 60% of the recruitment numbers for the district in FY 2012)
Staffing	Hire the best candidates for all positions	Percentage of candidates hired who complete the trial period successfully	95%	100% NOTE (HR is responsible for 60% of the recruitment numbers for the district in FY 2012)	100% NOTE (HR is responsible for 60% of the recruitment numbers for the district in FY 2012)
Compliance	Ensure the District is in compliance with all Federal, state, and local laws.	100% compliance	100%	100%	100%

EEOC/Equity & Compliance Management (Function 2611)

Equity Compliance's objective is to ensure that no employee or student is subjected to discrimination based on race, color, religion, sex, age, national origin, genetics or disability as mandated by Federal and State laws. Equity Compliance also oversees and is responsible for the Districts nondiscrimination and sexual harassment policies.

Legally Mandated/Required Curriculum: Yes

Legal Reference or Statute:

- Title VI of Civil Rights Act – 34 CFR Part 100
- Title IX of the Education Amendment of 1972 – 34 CFR Part 106
- Section 504 Rehabilitation Act – 34 CFR Part 104
- Vocational Education Programs Guidelines – 34 CFR Part 100 Appendix B
- Title II of the ADA Act – 28 CFR Part 35

Operating Budget

	2008-09 Actual	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
Salaries	\$ 145,186	\$ 141,838	\$ 146,502	\$ 152,292	\$ 151,713
Employee benefits	31,007	32,475	34,269	34,995	35,927
Professional services	2,089	21,314	4,337	15,355	15,355
Property maintenance services	-	9,043	3,262	3,500	3,500
Contracted services	9,918	2,165	6,340	11,072	11,072
Supplies & materials	5,573	2,947	2,663	3,651	3,651
Travel	230	-	620	7,698	7,698
Furniture & equipment	2,709	180	715	1,908	1,908
Other objects	160	160	-	200	200
Total	\$ 196,872	\$ 210,122	\$ 198,708	\$ 230,671	\$ 231,024
Staffing level	2.00	2.00	2.00	2.00	2.00

Goals, Objectives & Measures

Goal	Objective	Performance Measure	2010-11 Actual	2011-12 Estimated	2012-13 Proposed
1 - Student Achievement	To ensure no student with MCS is discriminated against and to implement the District's sexual harassment policies.	Internal compliants	100%	100%	100%
2 - Accountability	To ensure students and employees are aware of District's nondiscrimination and sexual harassment policies.	Dissemination of posters and brochures	100%	100%	100%
5 - Safety & Discipline	Provide training to new hires and faculty concerning hostile work environment and sexual harassment.	Number of trained employees	1, 964 employees	100%	100%

Compensation (Function 2612)

Compensation is charged with the daily oversight of an equitable and fair compensation and classification plan for the administration of rates of pay for new hire, promotion, demotion, reclassification, and other pay situations to ensure conformance and consistency throughout Memphis City Schools. Additionally, Compensation is responsible for the development of a Compensation Policy. This policy serves as a salary administration manual that exists as a fair and equitable system for administering pay for Memphis City School employees and to provide clear, concise, procedures that are applied and utilized uniformly.

Core Compensation Elements:

- Develop Compensation Policy.
- Salary Administration to include all fixed pay transactions (new hire, transfers, promotions, demotions, etc.)
- Review, calculate and approve Retroactive payments (variable pay).
- Develop salary plans and ensures appropriate recommendations for improvement and to maintain competitiveness to the market.
- To publish the Salary Schedules and the guidelines pertaining to salary administration (MCS Board Policy 5.110).
- Develop Pay for Performance structure (short-term and long term incentive pay).
- Research and analyze market data and make recommendations for change; prepare cost projections for changes recommended.
- Perform job evaluations and conduct comprehensive job audits as required; make recommendation for grade assignment based on findings and analysis (MCS Board Policy 5.1091 Job Evaluations).
- Maintain official employee job descriptions that have been submitted/approved by Department Head (MCS Board Policy 5.103 Job Descriptions)
- Review and approve all job vacancy forms for conformance to Memphis City Schools' classification system.
- Design and modify the job and pay classification system.
- Advise departments on organizational design and restructuring.
- Advise departments on proper Human Resources policies and procedures.

Legally Mandated/Required Curriculum: Yes

Legal Reference or Statute: Davis-Bacon Act, Walsh-Healy Public Contracts Act, McNamara-O'Hara Service Contract Act, Sherman Antitrust Act, FLSA, Equal Pay Act, Title VII, VRA, ADA, ADEA and USERRA.

Program/Budget Changes: Solidify the Compensation Unit through realignment of staff and centralization of compensation function.

Operating Budget

	2008-09 Actual	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
Salaries	\$ 92,611	\$ 101,883	\$ 89,484	\$ 123,365	\$ 264,217
Employee benefits	22,596	28,475	25,239	34,237	72,152
Professional services	8,835	9,350	7,378	7,207	6,376
Property maintenance services	20,707	10,707	(6,964)	18,000	30,000
Contracted services	66	-	-	100	100
Supplies & materials	1,917	434	250	900	900
Travel	-	-	-	-	-
Furniture & equipment	393	-	-	250	1,400
Other objects	75	355	1,614	2,279	1,960
Total	\$ 147,200	\$ 151,204	\$ 117,001	\$ 186,338	\$ 377,105
Staffing level	2.00	2.00	2.00	4.00	4.00

**Compensation (Function 2612) (concl'd)****Goals, Objectives & Measures**

Goal	Objective	Performance Measure	2010-11 Actual	2011-12 Estimated	2012-13 Proposed
2 - Accountability	Centralization of Core Compensation Elements	Realignment of Core Compensation elements	0%	70%	30%
2 - Accountability 6 - Diversity	Develop district Compensation Policy	Development of district Compensation Policy	0%	60%	40%
2 - Accountability	Establish electronic and hard Compensation filing system.	Establishment of electronic and hard Compensation filing system.	0%	65%	35%

Labor Relations (Function 2620)

Labor and Employee Relations is responsible for the negotiation and administration of all collective bargaining agreements covering Board employees in accordance with TCA 49-5-601 through 49-6-613. This includes administering the grievance process, conducting arbitration hearings, administering disciplinary actions, and contract interpretation. The department is also responsible for responding to unemployment claims in accordance with TCA 50-7-207 and coordinates tenure/non tenure hearings.

Legally Mandated/Required Curriculum: Yes

Legal Reference or Statute: T.C.A. § 49-5-601 through § 49-6-613, Collectively Bargained Agreements, MOU's

Operating Budget

	2008-09 Actual	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
Salaries	\$ 286,302	\$ 194,356	\$ 200,416	\$ 270,485	\$ 284,261
Employee benefits	76,066	52,594	55,673	77,687	83,295
Professional services	6,577	3,872	554	2,900	2,900
Property maintenance services	2,651	1,687	5,915	3,000	3,000
Contracted services	151	70	62	1,488	1,488
Supplies & materials	3,342	3,723	1,219	2,000	2,000
Travel	3,788	795	539	2,118	2,118
Furniture & equipment	1,444	1,378	(55)	-	-
Other objects	93	-	-	-	-
Total	\$ 380,414	\$ 258,475	\$ 264,323	\$ 359,678	\$ 379,062
Staffing level	5.00	3.00	3.00	4.00	4.00

Goals, Objectives & Measures

Goal	Objective	Performance Measure	2010-11 Actual	2011-12 Estimated	2012-13 Proposed
2 - Accountability	Provide timely responses to grievances, complaints, unemployment claims, and disciplinary referrals.	% of responses within timeframes		95%	100%
	Respond to all managers within timeframes outlined in bargaining agreements and board policy.				
	Complete all union negotiations and wage re-openers within budgeted parameters.	Ensure fiscal impact of negotiations is within district's approved budget.			
	Ensure all dismissals/separations are documented properly to reduce/eliminate liability in litigation.	% of dismissal upheld by administrative hearing officers and the board of commissioners.		100%	100%

Risk Management (Function 2806)

In carrying out the Superintendent's strategies, Risk Management's long-term goal is to minimize harm to the physical, human, fiscal and environmental resources of the district; and to minimize the total cost of risk to the District. In doing so, Risk Management identifies known and possible perils/risks to which the district may be exposed; takes steps to avoid unnecessary or unreasonable exposures; and initiates reasonable and appropriate loss control techniques to control the frequency and severity of losses.

Legally Mandated/Required Curriculum: Yes

Legal Reference or Statute: T.C.A. § 4-3-1411, § 50-3-102, § 50-3-201, § 50-3-906-50-3-911, § 50-3-913, OSHA/TOSHA, TDEC, Medicare Act Section 111, BP#3.6001,3.2011, 3.2012, 6.410, 6.4101, contacts/MOU

Operating Budget

	2008-09 Actual	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
Salaries	\$ 367,548	\$ 344,259	\$ 380,308	\$ 393,714	\$ 405,372
Employee benefits	94,242	86,093	96,781	100,324	108,189
Professional services	96,960	10,022	79,385	144,271	165,328
Property maintenance services	2,252	2,076	1,967	4,200	4,200
Contracted services	2,033	530	2,637	2,900	2,900
Supplies & materials	6,322	8,003	11,025	13,960	16,795
Travel	1,598	2,689	2,197	4,965	7,293
Furniture & equipment	36,282	27,539	24,405	129,199	105,156
Other objects	-	-	-	-	-
Total	\$ 607,237	\$ 481,211	\$ 598,705	\$ 793,533	\$ 815,233

Staffing level	6.00	6.00	6.00	6.00	6.00
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Goals, Objectives & Measures

Goal	Objective	Performance Measure	2010-11 Actual	2011-12 Estimated	2012-13 Proposed
5 - Safety & Discipline	To ensure a healthy climate for academic learning.	Concerns promptly investigated to identify problems and take needed measures to correct situations.	100%	100%	100%
	To limit time lost due to employee accidents impacting the educational environment.	Decrease of accident reports, lost time and liability accident claims.	2% overall decrease resulting in an improvement.	4% overall decrease in resulting in an improvement.	4% overall decrease resulting in an improvement.
	Strict compliance of all schools and worksites by conducting on-site inspections, identifying situations before they become problems.	Compliance prevented no violations, fees, penalties or negative environmental issues.	100%	100%	100%

Insurance Purchase (Function 4512)

The Insurance Purchase budget supports the District's needs with insurance coverage on property, vehicles (not covered by the GTLA), boiler and machinery, voluntary student insurance and assists with student athletic insurance. Also this budget provides surety coverage for the treasurer as required by the State, bonds for the commissioners, and the general employees' criminal liability bond.

To ensure the property coverage including earthquake, flood, both domestic and foreign terrorism, and paper restoration within the current budget.

Legally Mandated/Required Curriculum: Yes

Legal Reference or Statute: Board Policy 2.600 Bonded Employees, Board Policy 3.2012 malicious Property Damage and Collective Bargaining Agreements and MOU; and T.C.A. § 49-1-20, § 49-1-210 and § 49-1-302

Operating Budget

	2008-09 Actual	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
Salaries	\$ -	\$ -	\$ -	\$ -	\$ -
Employee benefits	-	-	-	-	-
Professional services	19,988	2,814	568	80,000	80,000
Property maintenance services	-	-	-	-	-
Contracted services	1,262,687	908,295	885,205	1,238,648	1,238,648
Supplies & materials	-	-	-	-	-
Travel	-	-	-	-	-
Furniture & equipment	136,462	141,276	160,924	526,578	526,578
Other objects	-	-	-	-	-
Total	\$ 1,419,137	\$ 1,052,385	\$ 1,046,697	\$ 1,845,226	\$ 1,845,226
Staffing level	-	-	-	-	-

Goals, Objectives & Measures

Goal	Objective	Performance Measure	2010-11 Actual	2011-12 Estimated	2012-13 Proposed
To provide property insurance to protect the financial risks to the District.	To provide property insurance to protect the financial risks to the District.	Insurance bid provided all coverage needs and approved by the Board of Commissioners. Current self -insured status less than premium costs for insurance company coverage	Non-controllable. Cannot determine due to future claims and market conditions.	Non-controllable. Cannot determine due to future claims and market conditions.	
To provide schools with replacement of stolen, vandalized or damaged equipment/items/educational supplies in a timely manner; to provide schools with recommendations and training to gain a decrease of total claims.	To ensure the academic programs are supported with the replacement of stolen, vandalized or damaged school items within the current budget, and to assist the schools with a decrease of claims through training and combined departmental actions.	Statistical data for 2010 reflects a marked increase in claims. Action plans developed to stem the increase with monitoring of claims. Losses are under the cost of property theft insurance.	Yes, with the support of departments such as Security, Facility Services, Custodial Services, Athletics, IT, school administrators and staff.	Yes, with the support of departments such as Security, Facility Services, Custodial Services, Athletics, IT, school administrators and staff.	
To provide insurance coverage to minimize the financial risk of the District.	To ensure the best insurance coverage is provided the district for property, vehicle (not covered by the GTLA), boiler/machinery, supplemental student insurance, student athletic insurance, field trip, and others as needed.	Insurance bids provided coverage needs and approved by the Board of Commissioners	Timeframe is too far to predict; non-controllable	Cannot determine due to future claims, and market conditions; non-controllable.	

Retiree Health & Life Insurance Benefits (Function 5000)

This function provides the Board contribution towards retired employees' health and life insurance benefits.

Retirees Health Insurance: An employee hired prior to January 1, 2007 who is retiring from the District may continue coverage upon retirement provided the employee:

1. has been covered by one of the health plans offered by the Board for at least five consecutive years at the time of retirement and
2. provided the employee changes coverage to the Memphis City Schools Basic Plan (PPO).

An employee hired on or after January 1, 2007 who is retiring from the District may continue coverage upon retirement provided the employee:

1. has been covered by one of the health plans offered by the Board for at least ten consecutive years at the time of retirement and
2. provided the employee changes coverage to the Memphis City Schools Basic Plan (PPO).

Retirees may change their coverage tier election at the time of retirement. Health insurance premiums will be deducted from the retiree's retirement check as a condition of maintaining health insurance, where applicable.

Upon retirement from active service, the amount of life insurance reduces to one times the annual base salary as of January 1 of the year of retirement, to a maximum benefit of \$50,000. Dependent life insurance as part of the retirement benefit is not available upon retirement.

Legally Mandated/Required Curriculum: Yes

Legal Reference or Statute: Board Policy 3.600 Group Insurance

Operating Budget

	2008-09 Actual	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
Salaries	\$ -	\$ -	\$ -	\$ -	\$ -
Employee Benefits	30,007,304	30,297,530	31,587,733	32,591,830	27,623,054
Professional Services	-	-	-	-	-
Property maintenance services	-	-	-	-	-
Contracted services	-	-	-	-	-
Supplies & materials	-	-	-	-	-
Travel	-	-	-	-	-
Furniture & equipment	-	-	-	-	-
Other objects	-	-	-	-	-
Total	\$ 30,007,304	\$ 30,297,530	\$ 31,587,733	\$ 32,591,830	\$ 27,623,054
Staffing level	-	-	-	-	-



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INFORMATION TECHNOLOGY

Rich Valerga, Chief Technology Officer

MISSION STATEMENT

To leverage technology and provide value to taxpayers by utilizing emerging industry trends that will help the District meet academic and business goals, provide essential information to the community, reduce operating costs and maximize efficiency.

STRATEGIC GOALS

- Dynamic IT Infrastructure
- Enterprise services and applications
- Common, effective management practices
- Business continuity and resiliency

ISSUES & TRENDS

- Provide increased management, integration and support for mobile devices
- Integrate IT infrastructure, applications and resources to support merged district
- Implement an Enterprise Resource Planning (ERP) system to maximize business process efficiency and effectiveness
- Implement an education intelligence tool that will support merged district

FISCAL YEARS 2011-12 PERFORMANCE HIGHLIGHTS:

- Completed and facilitated District video conferencing infrastructure
- Enhanced VPN capabilities to support remote access for teachers and staff
- Provided department-wide training in ITIL fundamentals to increase efficiency and enhance process structure
- Enabled network multicasting to provide efficient delivery of video District-wide
- Migrated 11,000 customers to new email system
- Provided an enterprise data backup system and data storage solution for the District to ensure data security

FISCAL YEAR 2012-13 BUDGET HIGHLIGHTS:

- Increase in function 2630, Professional/Staff Development, so staff may enhance skill set and certifications to manage and support emerging technologies.
- "Function 1917 Instructional Technology" represents Customer Support staff for schools and administrative facilities
- "Function 2630 Information Technology" represents the following functional units:
 - Network and Telecommunications
 - Enterprise Systems/Data Center
 - Help Desk
 - IT Training
 - IT Business Support
 - Application Development

Instructional Technology (Function 1917)

Instructional Technology is a program function comprised of management personnel, staff personnel and other resources needed to provide technology support for schools and administrative facilities.

Operating Budget

	2008-09 Actual	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
Salaries	\$ 2,880,060	\$ 2,966,817	\$ 2,812,132	\$ 3,119,539	\$ 3,122,414
Employee benefits	825,475	830,461	815,044	912,601	959,835
Professional services	200,557	49,298	19,996	20,200	12,200
Property maintenance services	522	130	-	2,000	2,000
Contracted services	691	6,072	56,656	1,000	1,000
Supplies & materials	9,136	7,202	5,680	11,200	11,200
Travel	30,517	24,891	21,517	40,091	40,091
Furniture & equipment	26,426	9,299	3,007	17,060	25,060
Other objects	-	-	-	-	-
Total	\$ 3,973,384	\$ 3,894,170	\$ 3,734,032	\$ 4,123,691	\$ 4,173,800
Staffing level	73.00	62.00	60.00	56.00	55.00

Goals, Objectives & Measures

Goal	Objective	Performance Measure	2010-11 Actual	2011-12 Estimated	2012-13 Proposed
Desktop & device Mgmt platform	Implementation of additional modules to Current enterprise platform - patch Mgmt, software distribution, inventory, remote and power Mgmt administration	Implement patch mgmt software	0%	100%	100%
		Replace remote administration tool	0%	100%	100%
		Implement inventory tool	0%	100%	100%
		Replace software distribution tool	0%	100%	100%
		Implement power mgmt tool	0%	100%	100%
Technology Training Center Computer Refresh	Implementation of current computer technology to sustain professional development facility for academic & business.	Implement a current & failure free technology for professional development conducted by academic and business.	0%	100%	100%
Virtual Desktop Infrastructure	Implement VDI technology that provides a stable and consistent computer environment that lengthens the computer refresh cycle.	Evaluate VDI technology district implementation	0%	0%	100%
		Develop a district strategy for VDI technology implementation	0%	0%	100%
		Implement VDI technology for 1000 users 2013-14 year	0%	0%	0%

Information Technology (Function 2630)

Information Technology is a program function that comprises management and staff personnel and other resources to provide technology support related services for the District.

Operating Budget

	2008-09 Actual	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
Salaries	\$ 4,282,481	\$ 4,230,884	\$ 4,183,929	\$ 4,605,659	\$ 4,417,218
Employee benefits	1,048,365	1,015,194	1,049,641	1,214,764	1,224,449
Professional services	40,468	54,647	62,006	313,036	165,408
Property maintenance services	1,795	-	-	-	-
Contracted services	6,801	38,562	1,250	9,000	444,541
Supplies & materials	22,418	26,986	13,269	38,270	38,270
Travel	27,951	18,161	7,404	13,379	14,260
Furniture & equipment	21,230	10,203	17,084	22,000	163,628
Other objects	-	162	(80)	-	-
Total	\$ 5,451,509	\$ 5,394,799	\$ 5,334,503	\$ 6,216,108	\$ 6,467,774
Staffing level	54.00	61.00	64.00	62.00	58.00

Goals, Objectives & Measures

Goal	Objective	Performance Measure	2010-11 Actual	2011-12 Estimated	2012-13 Proposed
1 - Student Achievement	DBMS Environment	Information Technology will build a pool of servers that can house several SQL databases without the District having to pay for each individual database.	0%	0%	100%
	Implementation of a database management system.				
	Data Modeling Tool	The SQL DBA's will create coincident data models out of different databases to present to the district	0%	0%	100%
	Implementation of data modeling				
	Short Disaster Recovery Program & Upgrade 2000 Servers	Create disaster recovery plans, establish recovery site, and test recovery plans	0%	0%	100%
	Disaster Recovery planning and testing				
	Model Device Software	Control and monitoring of mobile device use in the district	0%	0%	100%
	Implementation of control and monitoring for mobile devices				
	Email Security and Data Protection	SPAM and Virus Prevention Tool	0%	0%	100%
	Implementation tool to control SPAM and Viruses Scanning on Internal Emails				
	Domain Control Servers	Implementation of the domain controllers to replace servers that are utilized at 100% capacity	0%	0%	100%
	Implement new domain controller				
	Storage Growth for unplanned projects	Implementation of more storage space for new projects and growth.	0%	0%	100%
	Implementation of Left-hand San and EMC San				

IT Maintenance Contracts (Function 2631)

Technology Maintenance Contract is a program function that contains costs for District technology contracts. Contracts are reviewed and renegotiated periodically for vendor performance and cost reduction. A number of contract costs increase due to contractual provisions.

Operating Budget

	2008-09 Actual	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
Salaries	\$ -	\$ -	\$ -	\$ -	\$ -
Employee benefits	-	-	-	-	-
Professional services	2,096,280	1,009,105	88,270	100,000	100,000
Property maintenance services	5,156,243	3,934,748	2,775,653	5,247,151	5,247,151
Contracted services	1,059	-	130,845	-	-
Supplies & materials	71,482	36,317	21,042	92,056	92,056
Travel	-	-	-	-	-
Furniture & equipment	337,593	241,120	55,089	93,587	93,587
Other objects	-	-	-	-	-
Total	\$ 7,662,657	\$ 5,221,290	\$ 3,070,899	\$ 5,532,794	\$ 5,532,794
Staffing level	-	-	-	-	-

Goals, Objectives & Measures

Goal	Objective	Performance Measure	2010-11 Actual	2011-12 Estimated	2012-13 Proposed
2 - Accountability	Contract Performance & Reduction	Vendor customer satisfaction percent	85%	90%	100%
	Ensure vendors perform per contract provisions	Reduction in the number of contracts	53%	50%	50%
	Reduce the number of services, software, and hardware contracts or contract dollar amounts	Reduction in the dollars amounts for services contracts	5%	5%	5%

**SFSF Internet Connectivity (Function 2632)**

SFSF Internet Connectivity is a function that contains costs for the District's Internet service. Education Network America (ENA) is the current service provider. Additionally, this function is 100% funded by the State.

Operating Budget

	<u>2008-09 Actual</u>	<u>2009-10 Actual</u>	<u>2010-11 Actual</u>	<u>2011-12 Budget</u>	<u>2012-13 Budget</u>
Salaries	\$ -	\$ -	\$ -	\$ -	\$ -
Employee benefits	-	-	-	-	-
Professional services	-	123,484	323,187	135,832	135,832
Property maintenance services	-	-	-	-	-
Contracted services	-	-	-	-	-
Supplies & materials	-	-	-	-	-
Travel	-	-	-	-	-
Furniture & equipment	-	-	-	-	-
Other objects	-	-	-	-	-
Total	<u>\$ -</u>	<u>\$ 123,484</u>	<u>\$ 323,187</u>	<u>\$ 135,832</u>	<u>\$ 135,832</u>
Staffing level	-	-	-	-	-

**Telecommunications (Function 2851)**

Telecommunications is a program function that contains costs for district wide area network services, phone service including long distance, mobile device/phone service, and repair and replacement of network and phone equipment.

Operating Budget

	<u>2008-09 Actual</u>	<u>2009-10 Actual</u>	<u>2010-11 Actual</u>	<u>2011-12 Budget</u>	<u>2012-13 Budget</u>
Salaries	\$ -	\$ -	\$ -	\$ -	\$ -
Employee benefits	-	-	-	-	-
Professional services	597,331	33,855	-	-	-
Property maintenance services	-	-	-	-	-
Contracted services	2,845,428	2,151,981	1,206,415	1,756,900	1,798,900
Supplies & materials	-	-	-	-	-
Travel	-	-	-	-	-
Furniture & equipment	12,900	300	-	-	-
Other objects	-	-	-	-	-
Total	<u>\$ 3,455,659</u>	<u>\$ 2,186,136</u>	<u>\$ 1,206,415</u>	<u>\$ 1,756,900</u>	<u>\$ 1,798,900</u>
Staffing level	-	-	-	-	-

Goals, Objectives & Measures

Goal	Objective	Performance Measure	2010-11 Actual	2011-12 Estimated	2012-13 Proposed
2 - Accountability	Maintain 99.9% uptime for network and phone services	Uptime percent	99.9%	99.9%	99.9%

IV. GOVERNMENTAL FUNDS (cont'd)**C. CAPITAL PROJECTS FUND**

Project 205: New Southeast Elementary School

IV. GOVERNMENTAL FUNDS (cont'd)**C. CAPITAL PROJECTS FUND (cont'd)****CAPITAL IMPROVEMENT PROGRAM BUDGET**

The Capital Improvement Program budget is defined to account for financial resources used for the acquisition or construction of major capital facilities as well as major repairs of existing facilities. The total cost to complete a project is appropriated at the time the individual project is approved by the Board.

The Capital Improvement Program total budget for fiscal year 2013 is \$48.3 million. The cumulative Capital Improvement Fund appropriation thru 2014 is \$181.8 million. The funding sources are detailed below.

Funding sources

- Federal - (Qualified School Construction Bonds)
 - QSCB 2 \$28.9 million
- Local – \$350,000 (rent & investments)
- Fund Balance – \$15.9 million

Projects have been split into the three categories as follows:

New School/Renovations

- SE Region Elementary – new 900 student capacity school
- Denver Elementary – 20 classroom addition
- Cromwell Elementary – 16 classroom addition
- Grandview Elementary - New Gym
- White Station High - Renovation/Addition
- Fairview Middle – interior renovation of school

Other

- In-house administration – Facility Improvement and Comprehensive Planning

Maintenance

- ADA/Deferred Maintenance – ADA compliance and/or deferred maintenance per federal mandate
- Mechanical – Replacement of boilers or air conditioners
- Interior and Exterior Maintenance
 - Painting at various sites
 - Playgrounds and stadiums
 - Roofing – Reroofing at various sites
 - Window replacement

IV. GOVERNMENTAL FUNDS (cont'd)

C. CAPITAL PROJECTS FUND (cont'd)

Capital Projects Fund 2012-13 Project Summary

Project #	Description	2012-13
203	Walker System Fixed Asset Module	\$ 236,956
204	South East Region Elementary Start Up	1,205,500
205	New SE Region Elementary	14,594,819
206	Kirby MD & HS HVAC QSCB II	1,848,732
207	Denver Elementary - Renov	2,921,634
208	Cromwell Elementary - Renov	1,551,331
209	Craigmont High - HVAC QSCB II	514,399
210	Facility Improvement	1,995,726
212	Willow Oaks Elem HVAC/Life Safety QSCB II	1,769,694
215	Grandview Hts. Elementary	2,620,150
217	Comprehensive Planning	792,702
234	Chimney Rock Annexation Renovation & Startup	256,394
239	ADA Improvements	2,807,384
241	Window Replacements (Multiple Sites)	888,869
261	ADA Maint. Improvements - Zone 1	92,116
264	ADA Maint. Improvements - Zone 4	168,095
268	Fairview Renovation Phase II	646,226
283	Roofing	4,383,063
298	White Station High Renov/Add	500,000
301	Unforeseen Emergencies	3,385,820
304	General Deferred Maintenance	251,665
305	Playgrounds & Stadiums	158,810
307	School Demolitions	485,000
308	Synthetic Athletic Fields	1,100,000
311	Mechanical Boilers & Air Conditioning (Multiple Sites)	2,073,682
322	Auditorium Seating & Lighing Replacement QSCB I	614,534
342	Painting	477,363
Total Projects		\$ 48,340,664

IV. GOVERNMENTAL FUNDS (cont'd)

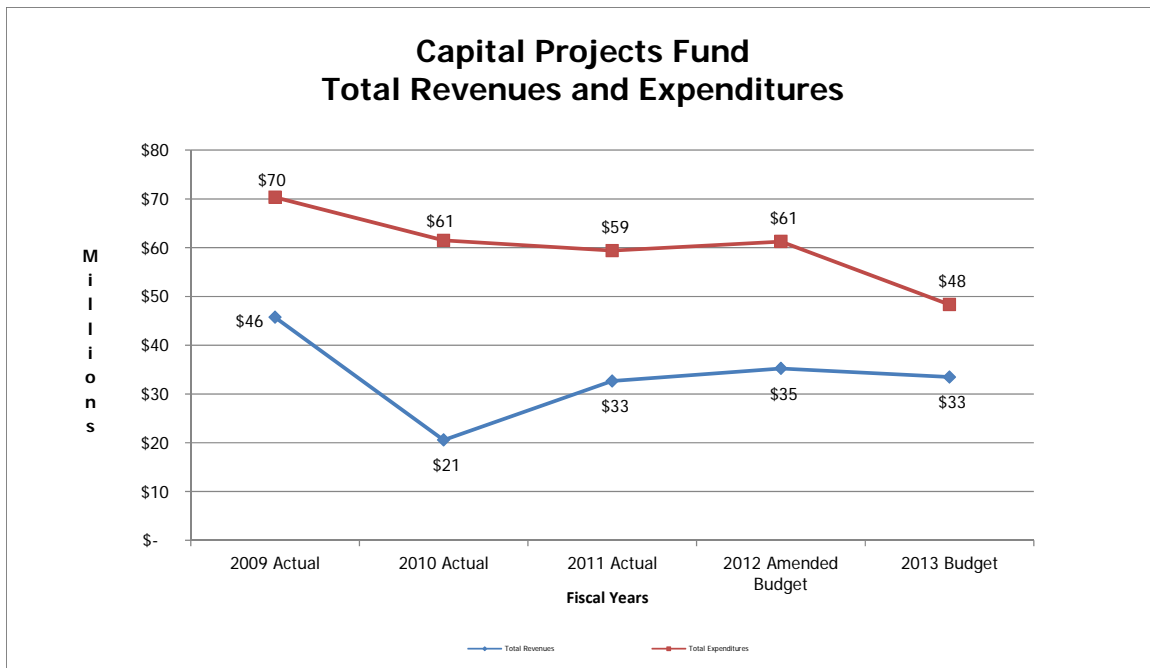
C. CAPITAL PROJECTS FUND (cont'd)

CAPITAL PROJECTS FUND BY FUNCTION

FISCAL YEAR 2012-13 BUDGET

With Comparative Information for Fiscal Years 2008-09 through 2012-13

	2008 - 09 Actual	2009 - 10 Actual
Revenues		
Shelby County	\$ 43,221,529	\$ 16,010,980
Federal Government	13,509	3,185,124
Other local sources	2,503,321	1,380,669
Total revenues	<u>45,738,359</u>	<u>20,576,773</u>
Expenditures		
Capital Outlay	70,343,462	61,498,341
Total expenditures	<u>70,343,462</u>	<u>61,498,341</u>
Excess (deficiency) of revenues over expenditures	<u>(24,605,103)</u>	<u>(40,921,568)</u>
Beginning Fund Balance	122,200,719	121,411,260
Increase (decrease) in reserve for encumbrance	23,815,644	(2,819,545)
Ending Fund Balance	<u>\$ 121,411,260</u>	<u>\$ 77,670,147</u>



2010 - 11 Actual	2011 - 2012 Amended Budget	2012 - 2013 Budget
\$ 9,731,020	\$ -	\$ -
21,915,234	34,839,690	32,111,952
1,004,561	395,000	1,350,000
<u>32,650,815</u>	<u>35,234,690</u>	<u>33,461,952</u>
<u>59,402,888</u>	<u>61,265,844</u>	<u>48,340,664</u>
<u>59,402,888</u>	<u>61,265,844</u>	<u>48,340,664</u>
<u>(26,752,073)</u>	<u>(26,031,154)</u>	<u>(14,878,712)</u>
77,670,147	44,943,744	18,912,590
(5,974,330)	-	-
<u>\$ 44,943,744</u>	<u>\$ 18,912,590</u>	<u>\$ 4,033,878</u>

The DeJong Group developed long-range County-wide and school district enrollment projections to assist the County government with capital funding plans. County bond funds issued for capital outlay purposes are allocated to each LEA based on the WFTEADA percentage. County government repays the bonded debt at no cost to the school districts. Historically, long-term funding agreements have been reached so that all parties can develop new school and renovation plans according to the County's ability to fund the debt. Capital funds for fiscal years 2009-10 through 2011-12 have been provided through Federal stimulus funds as Qualified School Construction Bonds (QSCBs). Since the District does not have the authority to issue bonds, the County government authorized the issuance and pledged repayment of the debts.

The fund balance is composed of funds received from the County. Typically, the District has an agreement with the County that the District receives a specified amount for a number of years. Some of the funds were received before projects were started.

It is anticipated that the Stimulus Funding for Qualified School Construction Bonds will end April 2013, and the District will request funding from Shelby County for capital projects approved by the Needs Assessment Committee. Prior to fiscal year 2009-10, Shelby County funded capital needs for Memphis City Schools and Shelby County Schools up to \$60 million per year, and funds were allocated based upon weighted full-time equivalent average daily attendance. The District has not received funding for capital needs since fiscal year 2010. Memphis City Schools will merge with Shelby County Schools beginning with the 2013-14 school year.

IV. GOVERNMENTAL FUNDS (cont'd)

C. CAPITAL PROJECTS FUND (cont'd)

CAPITAL PROJECTS FUND BY OBJECT FISCAL YEAR 2012-13 BUDGET

With Comparative Information for Fiscal Years 2008-09 through 2012-13

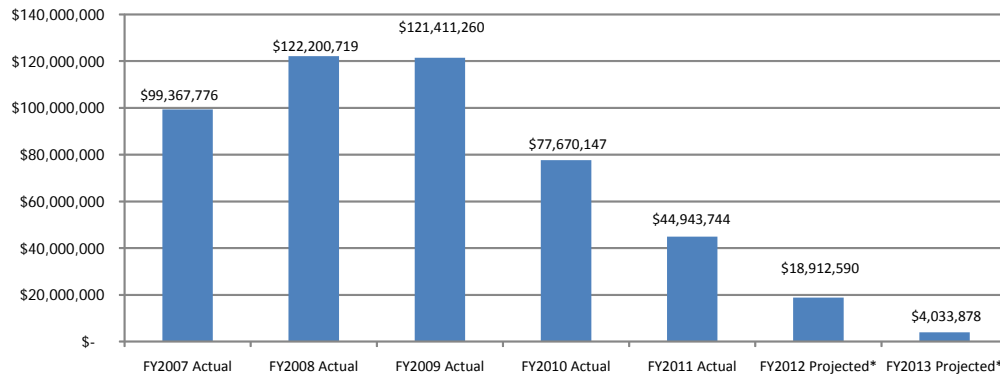
	2008 - 09 Actual	2009 - 10 Actual
Revenues		
Shelby County	\$ 43,221,529	\$ 16,010,980
Federal Government	13,509	3,185,124
Other local sources	2,503,321	1,380,669
Total revenues	<u>45,738,359</u>	<u>20,576,773</u>
Expenditures		
Salaries	1,705,479	1,644,308
Benefits	452,538	454,452
Professional services	65,626,035	56,930,166
Property maintenance services	9,957	10,487
Contracted services	9,475	3,452
Supplies & materials	485,096	240,465
Travel	21,392	30,639
Furniture & equipment	2,033,392	2,184,372
Other objects	98	-
Total expenditures	<u>70,343,462</u>	<u>61,498,341</u>
Excess (deficiency) of revenues over expenditures	<u>(24,605,103)</u>	<u>(40,921,568)</u>
Beginning Fund Balance	122,200,719	121,411,260
Increase (decrease) in reserve for encumbrance	23,815,644	(2,819,545)
Ending Fund Balance	<u>\$ 121,411,260</u>	<u>\$ 77,670,147</u>

2010 - 11 Actual	2011 - 12 Amended Budget	2012 - 13 Budget
\$ -	\$ -	\$ -
9,731,020	-	-
-	-	-
21,915,234	34,839,690	32,111,952
1,004,561	395,000	1,350,000
<u>32,650,815</u>	<u>35,234,690</u>	<u>33,461,952</u>
1,833,307	1,672,324	1,750,801
495,636	492,509	530,910
51,294,778	50,779,853	44,676,164
9,370	24,666	28,066
818	28,500	28,500
943,217	297,971	767,724
34,206	28,325	28,325
3,978,259	7,941,696	530,174
813,297	-	-
-	-	-
<u>59,402,888</u>	<u>61,265,844</u>	<u>48,340,664</u>
<u>(26,752,073)</u>	<u>(26,031,154)</u>	<u>(14,878,712)</u>
77,670,147	44,943,744	18,912,590
(5,974,330)	-	-
<u>\$ 44,943,744</u>	<u>\$ 18,912,590</u>	<u>\$ 4,033,878</u>

IV. GOVERNMENTAL FUNDS (cont'd)

C. CAPITAL PROJECTS FUND (cont'd)

**Memphis City Schools
Capital Projects Fund Balance**



	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Projected	2013 Projected
Beginning Fund Balance at July 1	\$ 99,367,776	\$ 122,200,719	\$ 121,411,260	\$ 77,670,147	\$ 44,943,744	\$ 18,912,590
Revenue	78,655,072	45,738,359	20,576,773	32,650,815	35,234,690	33,461,952
Expenditures	(66,942,455)	(70,343,462)	(61,498,341)	(59,402,888)	(61,265,844)	(48,340,664)
Increase (decrease in reserve for encumbrance)	11,120,326	23,815,644	(2,819,545)	(5,974,330)	-	-
Ending Fund Balance at June 30	\$ 122,200,719	\$ 121,411,260	\$ 77,670,147	\$ 44,943,744	\$ 18,912,590	\$ 4,033,878
Change from Prior Year	22,832,943	(789,459)	(43,741,113)	(32,726,403)	(26,031,154)	(14,878,712)
Percentage Change from Prior Year	22.98%	-0.65%	-36.03%	-42.14%	-57.92%	-78.67%
Fund Balance as a % of Expenditures	182.55%	172.60%	126.30%	75.66%	30.87%	8.34%

The Capital Projects budget will require the use of 78.67 percent of fund balance. There are two factors contributing to this; the first is the method used to fund the Capital program, and the second is the cancellation of some old projects. The fund balance is composed of funds received from the County. Typically, the District has an agreement with the County that the District receives a specified amount for a number of years. Some of the funds were received before projects were started. In fiscal year 2007-08 the Board approved a request by Administration to cancel some older planned projects that had not yet started.

Fund balance in the Capital Projects Fund is restricted for approved projects.

*Projected ending fund balance.

IV. GOVERNMENTAL FUNDS (cont'd)**C. CAPITAL PROJECTS FUND (cont'd)****PROJECT SUMMARY****Project: 203 Walker System Fixed Asset Module**

Start Date: May-12

Estimated Completion Date: June-13

Description: This project supports the implementation of the previous Walker, now Infor, financial software module for fixed asset accounting that will provide an integrated solution. Currently, the District maintains several disparate software programs that require manual updates.

FY 2012-13 Project Costs: \$236,956

Total Project Costs: \$236,956

Operating Budget Impact: The operating budget will not be impacted by this implementation.

Project: 204 South East Region Elementary Start Up

Start Date: July-12

Estimated Completion Date: June-13

Description: This project provides funding for the initial outlay to purchase textbooks, library books, music and physical education equipment, and other items not paid for by the Qualified School Construction Bonds (QSCB).

FY 2012-13 Project Costs: \$1,205,500

Total Project Costs: \$1,205,500

Operating Budget Impact: The operating budget will provide the initial site base start up budget for supplies and materials.

Project: 205 New South East Region Elementary

Start Date: Jan-12

Estimated Completion Date: April-13

Description: New SE Elementary School (900 capacity) – reduces overcrowding/busing, enables Pre-K & Optional school growth, and eliminates use of 8 portable classrooms

FY 2012-13 Project Costs: \$14,594,819

Total Project Costs: \$19,188,270

Operating Budget Impact: The operating budget will be impacted by staffing (Principal, certificated staff, secretaries, custodial etc.), utilities, and maintenance costs when the school opens in fiscal year 2013-14; non-routine expense**. The estimated annual impact on the operating budget is \$5 million.

Project: 206 Kirby Middle and High Schools HVAC QSCB II

Start Date: Sept-12

Estimated Completion Date: March-13

Description: Rooftop unit replacements for both locations.

FY 2012-13 Project Costs: \$1,848,732

Total Project Costs: \$1,848,732

Operating Budget Impact: We anticipate that the operating budget will be positively impacted as we expect to reduce utility costs*. The planned improvements for this project will result in an extended life for the building and improved energy efficiency for the HVAC system.

IV. GOVERNMENTAL FUNDS (cont'd)**C. CAPITAL PROJECTS FUND (cont'd)****PROJECT SUMMARY (cont'd)****Project: 207 Denver Elementary – Renovation**

Start Date: Oct-11

Estimated Completion Date: Dec-12

Description: 20 classroom addition and renovations

FY 2012-13 Project Costs: \$2,921,634

Total Project Costs: \$7,522,822

Operating Budget Impact: The operating budget will be impacted by custodial staff (2 FTEs), utilities, and maintenance costs when the school begins to use the 20 new classrooms in fiscal year 2012-13; non-routine expense**. The estimated impact on the annual operating budget is \$87,936.

Project: 208 Cromwell Elementary – Renovation

Start Date: Oct-11

Estimated Completion Date: Aug-12

Description: 16 classroom addition and renovation to eliminate 8 portable classrooms

FY 2012-13 Project Costs: \$1,551,331

Total Project Costs: \$6,331,143

Operating Budget Impact: The operating budget will be impacted by custodial staff (1 FTE), utilities, and maintenance costs when the renovations are completed and the District begins to operate the classrooms in fiscal year 2012-13; non-routine expense**. The estimated annual impact on the operating budget is \$43,968.

Project: 209 Craigmont High – HVAC QSCB II

Start Date: To be determined

Estimated Completion Date: Oct-12

Description: Replace all HVAC Equipment and Controls

FY 2012-13 Project Costs: \$514,399

Total Project Costs: \$3,567,924

Operating Budget Impact: We anticipate that the operating budget will be positively impacted as we expect to reduce utility costs*. The planned improvements for this project will result in an extended life for the building and improved energy efficiency for the HVAC system.

Project: 210 Facility Improvements

Start Date: Each fiscal year

Estimated Completion Date: On-going

Description: 2012-13 funding to support department personnel, who are responsible for the design, management and completion of the replacement and upgrading of building systems equipment and life safety systems. Provides funding of small projects too small for Design & Construction, but too large for In-House Maintenance personnel

FY 2012-13 Project Costs: \$1,995,726

Total Project Costs: \$3,901,880

Operating Budget Impact: Administrative costs necessary to design and execute projects related to maintenance, renovations, and new construction. There is \$0 impact to the District's operating budget.

IV. GOVERNMENTAL FUNDS (cont'd)**C. CAPITAL PROJECTS FUND (cont'd)****PROJECT SUMMARY (cont'd)****Project: 212 Willow Oaks Elem HVAC/Life Safety QSCB II**

Start Date: Jan-12

Estimated Completion Date: Aug-12

Description: Remove all hydronic piping, modify domestic water piping, increase electrical service for new heat pumps and replace self-contained ventilator units with heat pumps. Install sprinkler and Underwriters Laboratories' (UL) fire alarm systems

FY 2012-13 Project Costs: \$1,769,694

Total Project Costs: \$4,555,144

Operating Budget Impact: We estimate that the operating budget will be negatively impacted as this project is expected to increase future operating costs, which in total are undefined at this time*. The planned improvements for this project will result in an extended life for the building and improved energy efficiency for the HVAC system. There is an annual cost for monitoring of the UL fire alarm system: the estimated annual impact to the operating budget for monitoring is \$3,500.

Project: 215 Grandview Hts. Elementary

Start Date: Aug-12

Estimated Completion Date: Jan-13

Description: Construct new stand alone gymnasium, auditorium, digital science lab and restrooms.

FY 2012-13 Project Costs: \$2,620,150

Total Project Costs: \$3,975,268

Operating Budget Impact: The operating budget will be impacted with increased utilities and custodial staff (1). The estimated annual impact on the operating budget is \$43,968.

Project: 217 Comprehensive Planning

Start Date: Each fiscal year

Estimated Completion Date: On-going

Description: Funding to support department personnel, who are responsible for the design, management and completion of new construction, renovations and ADA projects

FY 2012-13 Project Costs: \$792,702

Project Costs: \$1,558,098

Operating Budget Impact: Administrative costs necessary to design and execute projects related to maintenance, renovations, and new construction. There is \$0 impact to the District's operating budget.

Project: 234 Chimney Rock Annexation Renovation & Startup

Start Date: Jul-10

Estimated Completion Date: On-going

Description: Funding for the upgrade of the HVAC system at Chimneyrock; also includes funding for any necessary repairs or replacements of the fire alarm system.

FY 2012-13 Project Costs: \$256,394

Total Project Costs: \$2,480,109

Operating Budget Impact: We anticipate that the operating budget will be positively impacted as we expect to reduce utility costs*. The planned improvements for this project will result in an extended life for the building and improved energy efficiency for the HVAC system.

IV. GOVERNMENTAL FUNDS (cont'd)**C. CAPITAL PROJECTS FUND (cont'd)****PROJECT SUMMARY (cont'd)****Project: 239 ADA Improvements**

Start Date: Dec-10

Estimated Completion Date: On-going

Description: Funding for ADA Deferred Maintenance

FY 2012-13 Project Costs: \$2,807,384

Total Project Costs: \$3,019,758

Operating Budget Impact: Approved funding that holds stable the amount of zone maintenance needed throughout the district. The District estimates \$0 impact to the District's operating budget as the project will bring the District into compliance and there are no other costs associated with the improvements.

Project: 241 Window Replacements

Start Date: Dec-06

Estimated Completion Date: On-going

Description: Funding for window replacements at multiple sites

FY 2012-13 Project Costs: \$888,869

Total Project Costs: \$2,939,500

Operating Budget Impact: Approved funding that holds stable the amount of zone maintenance needed throughout the district. The District estimates \$0 impact to the District's operating budget as the capital project is for window replacement *.

Project: 261 ADA Maintenance Improvements – Zone 1

Start Date: Dec-06

Estimated Completion Date: Feb-12

Description: Funding for ADA Deferred Maintenance projects in Zone 1

FY 2012-13 Project Costs: \$92,116

Total Project Costs: \$1,970,367

Operating Budget Impact: Approved funding that holds stable the amount of zone maintenance needed throughout the district. The District estimates \$0 impact to the District's operating budget as the project will bring the District into compliance and there are no other costs associated with the improvements.

Project: 264 ADA Maintenance Improvements – Zone 4

Start Date: Dec-06

Estimated Completion Date: Feb-12

Description: Funding for ADA Deferred Maintenance projects in Zone 4

FY 2012-13 Project Costs: \$168,095

Total Project Costs: \$8,269,745

Operating Budget Impact: Approved funding that holds stable the amount of zone maintenance needed throughout the district. The District estimates \$0 impact to the District's operating budget as the project will bring the District into compliance and there are no other costs associated with this project.

IV. GOVERNMENTAL FUNDS (cont'd)**C. CAPITAL PROJECTS FUND (cont'd)****PROJECT SUMMARY (cont'd)****Project: 268 Fairview Middle – Renovation Phase II**

Start Date: Jul-10

Estimated Completion Date: Aug-12

Description: Interior renovation of the entire school

FY 2012-13 Project Costs: \$646,226

Total Project Costs: \$8,264,602

Operating Budget Impact: The operating budget will not be impacted by additional operating cost as this is a renovation to an existing building. Staffing, maintenance and utility cost are projected to remain constant. Therefore, the District estimates \$0 impact to the District's operating budget.

Project: 283 Roofing (Multiple Sites)

Start Date: Sept-07

Estimated Completion Date: On-going

Description: Funding to replace roofs at various locations

FY 2012-13 Project Costs: \$4,838,063

Total Project Costs: \$4,583,063

Operating Budget Impact: Roofing emergency repair costs will be maintained at a lower level. Even though the District plans to re-roof existing buildings, there will continue to be an operating budget impact in future years, as the District will still need to perform preventative maintenance on building roofs. These costs are unknown at this time*.

Project: 298 White Station High Renovation/Add

Start Date: Aug-09

Estimated Completion Date: Aug-12

Description: Complete campus renovation

FY 2012-13 Project Costs: \$500,000

Total Project Costs: \$14,741,300

Operating Budget Impact: The District estimates \$0 impact to the District's operating budget as an existing building on the same campus was demolished.

Project: 301 Unforeseen Emergencies

Start Date: Dec-06

Estimated Completion Date: On-going

Description: Funding for unforeseen maintenance equipment replacement

FY 2012-13 Project Costs: \$3,385,820

Total Project Costs: \$5,004,984

Operating Budget Impact: Approved funding that holds stable the amount of zone maintenance needed throughout the district.

IV. GOVERNMENTAL FUNDS (cont'd)**C. CAPITAL PROJECTS FUND (cont'd)****PROJECT SUMMARY (cont'd)****Project: 304 General Deferred Maintenance**

Start Date: Sept-07

Estimated Completion Date: On-going

Description: Funding for the upgrading of clock/bell, intercom and dimmer systems, and the installation of special needs students classrooms at Trezevant High

FY 2012-13 Project Costs: \$251,665

Total Project Costs: \$597,061

Operating Budget Impact: The District estimates \$0 impact on the District's operating budget.

Project: 305 Outdoors Playgrounds & Stadium (Multiple Sites)

Start Date: Sept-07

Estimated Completion Date: On-going

Description: Funding to install playground equipment with fall-safe surfaces at various elementary schools, the resurfacing of Freeman School Tennis Court, and the installation of new lighting Greenhill Stadium

FY 2012-13 Project Costs: \$158,810

Total Project Costs: \$1,089,006

Operating Budget Impact: Approved funding that holds stable the amount of zone maintenance needed throughout the district. The District estimates \$0 impact to the District's operating budget as the capital project is for playground equipment; estimates for utilities for the new stadium lighting are unknown at this time*.

Project: 307 School Demolitions

Start Date: TBD

Estimated Completion Date: TBD

Description: Demolition of vacant schools with catastrophic structural damage.

FY 2012-13 Project Costs: \$485,000

Total Project Costs: \$485,000

Operating Budget Impact: The District anticipates \$0 impact on the operating budget.

Project: 308 Synthetic Athletic Fields

Start Date: TBD

Estimated Completion Date: TBD

Description: Installation of artificial turf (fields) at various district stadiums.

FY 2012-13 Project Costs: \$1,100,000

Total Project Costs: \$1,100,000

Operating Budget Impact: The District anticipates a minimal positive impact on the operating budget due to less maintenance required for an artificial surfaced field.

Project: 311 Mechanical Boilers & Air Conditioning (Multiple Sites)

Start Date: Sept-07

Estimated Completion Date: On-going

Description: 2007-08 funding for the upgrading of HVAC equipment and systems

FY 2012-13 Project Costs: \$2,073,682

Total Project Costs: \$3,732,454

Operating Budget Impact: Approved funding that holds stable the amount of zone maintenance needed throughout the district. The District estimates \$0 impact to the District's operating budget*.

IV. GOVERNMENTAL FUNDS (cont'd)**C. CAPITAL PROJECTS FUND (cont'd)****PROJECT SUMMARY (concl'd)****Project: 322 Auditorium Seating & Lighting Replacement QSCB I**

Start Date: Mar-12

Estimated Completion Date: Aug-12

Description: Replace auditorium seating & lighting

FY 2012-13 Project Costs: \$614,534

Total Project Costs: \$1,352,022

Operating Budget Impact: Approved funding that holds stable the amount of zone maintenance needed throughout the district. Staffing, maintenance and utility cost are projected to remain constant. Therefore, the District estimates \$0 impact to the District's operating budget.

Project: 342 Painting

Start Date: Sept-07

Estimated Completion Date: On-going

Description: Funding for exterior painting of various school buildings

FY 2012-13 Project Costs: \$477,363

Total Project Costs: \$918,001

Operating Budget Impact: Approved funding that holds stable the amount of zone maintenance needed throughout the district. The District estimates \$0 impact to the District's operating budget as the capital project is for painting.

***Utility expenditures are based upon the total envelope of buildings. The envelope includes windows, doors, building structure, roofing and mechanical systems. It is very difficult to define the effect (positive or negative) of individual system replacements without trending the previous system component and comparing that information to projected costs to operate the newly installed system component.**

****Non-routine expenditures are those that (1) are usually infrequent in nature and (2) usually have a significant impact on the operating budget.**



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IV. GOVERNMENTAL FUNDS (cont'd)

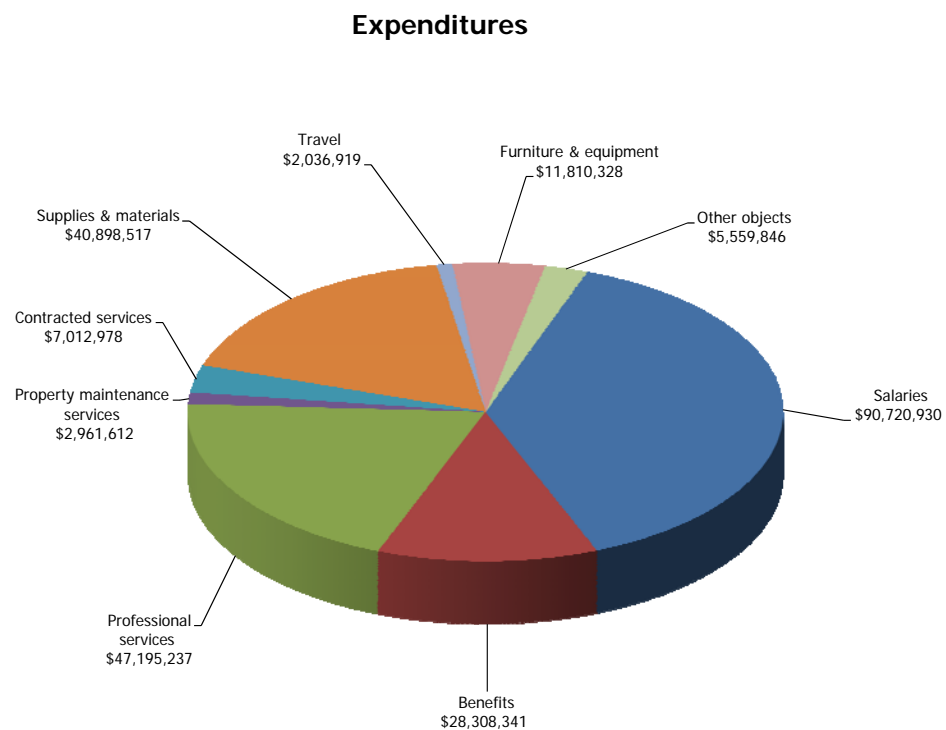
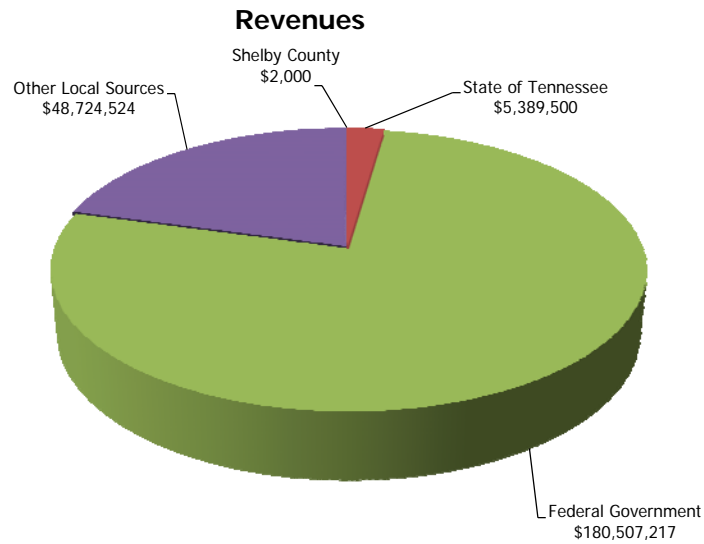
D. SPECIAL REVENUE FUNDS



IV. GOVERNMENTAL FUNDS (cont'd)

D. SPECIAL REVENUE FUNDS (cont'd)

2012-13 SPECIAL REVENUE FUNDS





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IV. GOVERNMENTAL FUNDS (cont'd)

D. SPECIAL REVENUE FUNDS (cont'd)

SPECIAL REVENUE FUNDS BY FUNCTION

FISCAL YEAR 2012-13 BUDGET

With Comparative Information for Fiscal Years 2008-09 through 2012-13

	2008 - 09 Actual	2009 - 10 Actual
Revenues		
City of Memphis	\$ -	\$ -
Shelby County	-	-
State of Tennessee	15,090,608	12,827,800
Federal Government	147,525,503	183,229,997
Other local sources	41,237,751	32,696,802
Total revenues	<u>203,853,862</u>	<u>228,754,599</u>
Expenditures		
Current:		
Instruction	85,323,255	108,319,393
Instructional support	20,293,170	28,124,244
Student support	6,192,868	6,793,062
Office of principal	7,295,140	7,311,168
General administration	-	3,109,639
Other support services	2,487,578	1,533,142
Student transportation	395,292	164,296
Plant services	616,712	946,422
Community service	19,341,109	20,532,972
Food service	48,279,208	51,976,253
Total expenditures	<u>190,224,332</u>	<u>228,810,591</u>
Excess (deficiency) of revenues over expenditures	<u>13,629,530</u>	<u>(55,992)</u>
Beginning Fund Balance	13,692,244	29,398,106
Increase (decrease) in reserve for encumbrance	2,076,332	1,609,854
Ending Fund Balance	<u>\$ 29,398,106</u>	<u>\$ 30,951,968</u>

2010 - 11 Actual	2011 - 12 Amended Budget	2012 - 13 Budget
\$ 169,581	\$ -	\$ -
7,430	618,024	2,000
11,993,559	6,196,844	5,389,500
204,675,715	216,846,071	180,507,217
32,512,740	45,003,694	48,724,524
<u>249,359,025</u>	<u>268,664,633</u>	<u>234,623,241</u>
122,310,678	104,272,763	70,169,748
31,495,817	39,047,205	39,962,313
6,352,188	11,814,498	-
2,980,905	3,133,641	1,399,685
7,556,644	-	-
479,030	4,193,572	293,392
1,057,464	1,320,856	-
364,363	922,788	832,997
21,661,326	53,005,810	52,660,573
54,046,173	63,545,000	71,186,000
<u>248,304,588</u>	<u>281,256,133</u>	<u>236,504,708</u>
<u>1,054,437</u>	<u>(12,591,500)</u>	<u>(1,881,467)</u>
30,951,968	32,061,971	19,470,471
55,566	-	-
<u>\$ 32,061,971</u>	<u>\$ 19,470,471</u>	<u>\$ 17,589,004</u>

**IV. GOVERNMENTAL FUNDS (cont'd)****D. SPECIAL REVENUE FUNDS (cont'd)****SPECIAL REVENUE FUNDS BY OBJECT****FISCAL YEAR 2012-13 BUDGET****With Comparative Information for Fiscal Years 2008-09 through 2012-13**

	2008 - 09 Actual	2009 - 10 Actual
Revenues		
City of Memphis	\$ -	\$ -
Shelby County	-	-
State of Tennessee	15,090,608	2,139,090
Federal Government	147,525,503	195,265,655
Other local sources	41,237,751	31,349,854
Total revenues	<u>203,853,862</u>	<u>228,754,599</u>
Expenditures		
Salaries	91,116,095	93,269,686
Benefits	22,787,166	24,111,374
Professional services	22,092,786	38,247,201
Property maintenance services	3,109,250	2,445,075
Contracted services	8,451,136	7,281,205
Supplies & materials	34,107,344	32,837,417
Travel	2,014,935	2,203,551
Furniture & equipment	9,528,621	19,275,180
Other objects	(2,983,001)	9,139,902
Total expenditures	<u>190,224,332</u>	<u>228,810,591</u>
Excess (deficiency) of revenues over expenditures	<u>13,629,530</u>	<u>(55,992)</u>
Beginning Fund Balance	13,692,244	29,398,106
Increase (decrease) in reserve for encumbrance	2,076,332	1,609,854
Ending Fund Balance	<u>\$ 29,398,106</u>	<u>\$ 30,951,968</u>

2010 - 11 Actual	2010 - 11 Amended Budget	2012 - 13 Budget
\$ 169,581	\$ -	\$ -
7,430	618,024	2,000
11,993,559	6,196,844	5,389,500
204,675,715	216,846,071	180,507,217
32,512,740	45,003,694	48,724,524
<u>249,359,025</u>	<u>268,664,633</u>	<u>234,623,241</u>
110,429,476	116,986,537	90,720,930
29,861,826	32,277,508	28,308,341
42,429,648	59,323,038	47,195,237
4,322,224	4,549,720	2,961,612
3,311,671	6,034,181	7,012,978
31,466,887	34,084,049	40,898,517
1,879,845	2,526,204	2,036,919
19,548,420	19,318,338	11,810,328
5,054,591	6,156,558	5,559,846
<u>248,304,588</u>	<u>281,256,133</u>	<u>236,504,708</u>
<u>1,054,437</u>	<u>(12,591,500)</u>	<u>(1,881,467)</u>
30,951,968	32,061,971	19,470,471
55,566	-	-
<u>\$ 32,061,971</u>	<u>\$ 19,470,471</u>	<u>\$ 17,589,004</u>

IV. GOVERNMENTAL FUNDS (cont'd)

D. SPECIAL REVENUE FUNDS (cont'd)

ALL SPECIAL REVENUE FUNDS BY FUNCTION FISCAL YEAR 2012-13 BUDGET

	Categorically - Aided Funds	Food Service Fund	Total Special Revenue Funds
Revenues			
Shelby County	\$ 2,000	\$ -	\$ 2,000
State of Tennessee	2,089,500	3,300,000	5,389,500
Federal Government	131,600,217	48,907,000	180,507,217
Other local sources	29,745,524	18,979,000	48,724,524
Total revenues	163,437,241	71,186,000	234,623,241
Expenditures			
Current:			
Instruction	70,169,748	-	70,169,748
Instructional support	39,962,313	-	39,962,313
Office of principal	1,399,685	-	1,399,685
Other support services	293,392	-	293,392
Plant services	832,997	-	832,997
Community service	52,660,573	-	52,660,573
Food service	-	71,186,000	71,186,000
Total expenditures	165,318,708	71,186,000	236,504,708
Excess (deficiency) of revenues over expenditures	(1,881,467)	-	(1,881,467)
Beginning Fund Balance	2,564,388	16,906,083	19,470,471
Ending Fund Balance	\$ 682,921	\$ 16,906,083	\$ 17,589,004

IV. GOVERNMENTAL FUNDS (cont'd)

D. SPECIAL REVENUE FUNDS (cont'd)

ALL SPECIAL REVENUE FUNDS BY OBJECT FISCAL YEAR 2012-13 BUDGET

	Categorically- Aided Funds	Food Service Fund	Total Special Revenue Funds
Revenues			
Shelby County	\$ 2,000	\$ -	\$ 2,000
State of Tennessee	2,089,500	3,300,000	5,389,500
Federal Government	131,600,217	48,907,000	180,507,217
Other local sources	29,745,524	18,979,000	48,724,524
Total revenues	<u>163,437,241</u>	<u>71,186,000</u>	<u>234,623,241</u>
Expenditures			
Salaries	67,012,253	23,708,677	90,720,930
Benefits	20,975,911	7,332,430	28,308,341
Professional services	44,845,237	2,350,000	47,195,237
Property maintenance services	688,219	2,273,393	2,961,612
Contracted services	6,270,478	742,500	7,012,978
Supplies & materials	12,369,517	28,529,000	40,898,517
Travel	1,926,919	110,000	2,036,919
Furniture & equipment	7,225,328	4,585,000	11,810,328
Other objects	4,004,846	1,555,000	5,559,846
Total expenditures	<u>165,318,708</u>	<u>71,186,000</u>	<u>236,504,708</u>
Excess (deficiency) of revenues over expenditures	<u>(1,881,467)</u>	<u>-</u>	<u>(1,881,467)</u>
Beginning Fund Balance	2,564,388	16,906,083	19,470,471
Ending Fund Balance	<u>\$ 682,921</u>	<u>\$ 16,906,083</u>	<u>\$ 17,589,004</u>

**IV. GOVERNMENTAL FUNDS (cont'd)****D. SPECIAL REVENUE FUNDS (cont'd)****CATEGORICALLY-AIDED FUNDS BY FUNCTION
FISCAL YEAR 2012-13 BUDGET**

	<u>Fund 4</u>	<u>Fund 6</u>	<u>Total Categorically - Aided Funds</u>
Revenues			
Shelby County	\$ 2,000	\$ -	\$ 2,000
State of Tennessee	2,089,500	-	2,089,500
Federal Government	-	131,600,217	131,600,217
Other local sources	29,745,524	-	29,745,524
Total revenues	<u>31,837,024</u>	<u>131,600,217</u>	<u>163,437,241</u>
 Expenditures			
Instruction	3,057,011	67,112,737	70,169,748
Instructional support	19,849,107	20,113,206	39,962,313
Office of principal	1,399,685	-	1,399,685
Other support services	293,392	-	293,392
Plant services	832,997	-	832,997
Community service	8,286,299	44,374,274	52,660,573
Total expenditures	<u>33,718,491</u>	<u>131,600,217</u>	<u>165,318,708</u>
 Excess (deficiency) of revenues over expenditures	<u>(1,881,467)</u>	<u>-</u>	<u>(1,881,467)</u>
 Beginning Fund Balance	<u>2,564,388</u>	<u>-</u>	<u>2,564,388</u>
Ending Fund Balance	<u>\$ 682,921</u>	<u>\$ -</u>	<u>\$ 682,921</u>

IV. GOVERNMENTAL FUNDS (cont'd)

D. SPECIAL REVENUE FUNDS (cont'd)

CATEGORICALLY-AIDED FUNDS BY OBJECT FISCAL YEAR 2012-13 BUDGET

	<u>Fund 4</u>	<u>Fund 6</u>	<u>Total Categorically- Aided Funds</u>
Revenues			
Shelby County	\$ 2,000	\$ -	\$ 2,000
State of Tennessee	2,089,500	-	2,089,500
Federal Government	-	131,600,217	131,600,217
Other local sources	29,745,524	-	29,745,524
Total revenues	<u>31,837,024</u>	<u>131,600,217</u>	<u>163,437,241</u>
Expenditures			
Salaries	8,158,224	58,854,029	67,012,253
Benefits	1,607,207	19,368,704	20,975,911
Professional services	19,515,371	25,329,866	44,845,237
Property maintenance services	563,000	125,219	688,219
Contracted services	393,774	5,876,704	6,270,478
Supplies & materials	1,117,944	11,251,573	12,369,517
Travel	216,500	1,710,419	1,926,919
Furniture & equipment	2,142,171	5,083,157	7,225,328
Other objects	4,300	4,000,546	4,004,846
Total expenditures	<u>33,718,491</u>	<u>131,600,217</u>	<u>165,318,708</u>
Excess (deficiency) of revenues over expenditures	<u>(1,881,467)</u>	<u>-</u>	<u>(1,881,467)</u>
Beginning Fund Balance	<u>2,564,388</u>	<u>-</u>	<u>2,564,388</u>
Ending Fund Balance	<u>\$ 682,921</u>	<u>\$ -</u>	<u>\$ 682,921</u>



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IV. GOVERNMENTAL FUNDS (cont'd)

D. SPECIAL REVENUE FUNDS (cont'd)



IV. GOVERNMENTAL FUNDS (cont'd)

D. SPECIAL REVENUE FUNDS (cont'd)

CATEGORICALLY-AIDED FUNDS

NON-FEDERAL PROGRAMS – FUND 4 BY FUNCTION

FISCAL YEAR 2012-13 BUDGET

With Comparative Information for Fiscal Years 2008-09 through 2012-13

	2008 - 09 Actual	2009 - 10 Actual
Revenues		
City of Memphis	\$ -	\$ -
Shelby County	-	-
State of Tennessee	2,772,788	1,598,353
Federal Government	-	-
Other local sources	29,014,445	19,241,941
Total revenues	31,787,233	20,840,294
Expenditures		
Instruction	2,712,214	2,503,266
Instructional support	672,110	919,907
Student support	2,067,077	1,094,393
Office of principal	7,295,140	7,311,168
General administration	-	3,109,639
Other support services	2,487,578	1,533,142
Student transportation	-	-
Plant services	616,712	946,422
Community service	6,438,953	7,726,911
Food service	-	-
Total expenditures	22,289,784	25,144,848
Excess (deficiency) of revenues over expenditures	9,497,449	(4,304,554)
Beginning Fund Balance	4,389,012	15,337,489
Increase (decrease) in reserve for encumbrance	1,451,028	1,115,678
Ending Fund Balance	\$ 15,337,489	\$ 12,148,613

2010 - 11 Actual	2011 - 12 Amended Budget	2012-13 Budget
\$ 169,581	\$ -	\$ -
7,430	618,024	2,000
1,669,507	2,906,844	2,089,500
980,004	-	-
19,389,093	35,933,187	29,745,524
<u>22,215,615</u>	<u>39,458,055</u>	<u>31,837,024</u>
1,240,089	3,543,180	3,057,011
1,220,040	25,937,469	19,849,107
1,657,162	22,066	-
2,980,905	3,133,641	1,399,685
7,556,644	-	-
479,030	4,193,572	293,392
1,545	-	-
364,363	922,788	832,997
8,460,038	9,751,839	8,286,299
221,971	-	-
<u>24,181,787</u>	<u>47,504,555</u>	<u>33,718,491</u>
<u>(1,966,172)</u>	<u>(8,046,500)</u>	<u>(1,881,467)</u>
12,148,613	10,610,888	2,564,388
428,447	-	-
<u>\$ 10,610,888</u>	<u>\$ 2,564,388</u>	<u>\$ 682,921</u>

IV. GOVERNMENTAL FUNDS (cont'd)

D. SPECIAL REVENUE FUNDS (cont'd)

CATEGORICALLY-AIDED FUNDS

NON-FEDERAL PROGRAMS – FUND 4 BY OBJECT

FISCAL YEAR 2012-13 BUDGET

With Comparative Information for Fiscal Years 2008-09 through 2012-13

	2008 - 09 Actual	2009 - 10 Actual
Revenues		
City of Memphis	\$ -	\$ -
Shelby County	-	-
State of Tennessee	2,772,788	1,598,217
Federal Government	-	-
Other local sources	29,014,445	19,241,939
Total revenues	<u>31,787,233</u>	<u>20,840,156</u>
Expenditures		
Salaries	8,220,542	6,227,614
Benefits	1,199,472	1,271,597
Professional services	2,725,411	9,075,690
Property maintenance services	280,520	287,379
Contracted services	6,465,745	5,425,058
Supplies & materials	1,559,211	1,270,039
Travel	137,342	96,420
Furniture & equipment	1,569,454	1,374,768
Other objects	132,087	116,145
Total expenditures	<u>22,289,784</u>	<u>25,144,710</u>
Excess (deficiency) of revenues over expenditures	<u>9,497,449</u>	<u>(4,304,554)</u>
Beginning Fund Balance	4,389,012	15,337,489
Increase (decrease) in reserve for encumbrance	1,451,028	1,115,678
Ending Fund Balance	<u>\$ 15,337,489</u>	<u>\$ 12,148,613</u>

2010 - 11 Actual	2011 - 12 Amended Budget	2012 - 13 Budget
\$ 169,581	\$ -	\$ -
7,430	618,024	2,000
1,669,507	2,906,844	2,089,500
980,004	-	-
19,389,093	35,933,187	29,745,524
<u>22,215,615</u>	<u>39,458,055</u>	<u>31,837,024</u>
6,966,262	8,658,139	8,158,224
1,396,161	1,745,067	1,607,207
9,230,451	27,551,421	19,515,371
1,778,201	1,416,738	563,000
520,138	1,785,762	393,774
714,774	1,490,131	1,117,944
174,258	262,689	216,500
3,354,183	4,555,328	2,142,171
47,359	39,280	4,300
<u>24,181,787</u>	<u>47,504,555</u>	<u>33,718,491</u>
<u>(1,966,172)</u>	<u>(8,046,500)</u>	<u>(1,881,467)</u>
12,148,613	10,610,888	2,564,388
428,447	-	-
<u>\$ 10,610,888</u>	<u>\$ 2,564,388</u>	<u>\$ 682,921</u>

IV. GOVERNMENTAL FUNDS (cont'd)
D. SPECIAL REVENUE FUNDS (cont'd)

**Memphis City Schools
2012-13
Fund 4 Summary by Project**

Project Name	Budget	Total Positions
Adopt-A-School Seminar	\$ 19,250	
Adult Education	201,060	
After School Childcare	5,666,207	39.50
Arts In Education Artfest	4,500	
Broad Residency Grant	62,154	0.83
E-Rate USAC	1,399,685	
Facility Rental	527,715	
Head Start Observation Program	6,900	
Homeless Children & Youth	15,000	
MCS After School Snacks	2,161,141	
MCS Mental Health Records	43,392	
Met Research Study - BMGF	199,628	1.00
MIAA Dues And Fines	390,417	
Microsoft Class Action Settlement	150,000	
National Science Foundation UOM Grant	80,396	1.00
Research and Evaluation	142,602	2.00
School Age Child Care	417,801	5.25
School Health Clinic	100,000	0.87
School Services	2,364,673	
Security - Ancillary Services	180,282	
Teacher Effectiveness Initiative	19,288,723	26.00
TVA Enernoc Demand Response Program	125,000	
Urban Education Center	156,000	
Very Special Arts Festival	15,965	
Total	\$ 33,718,491	76.45

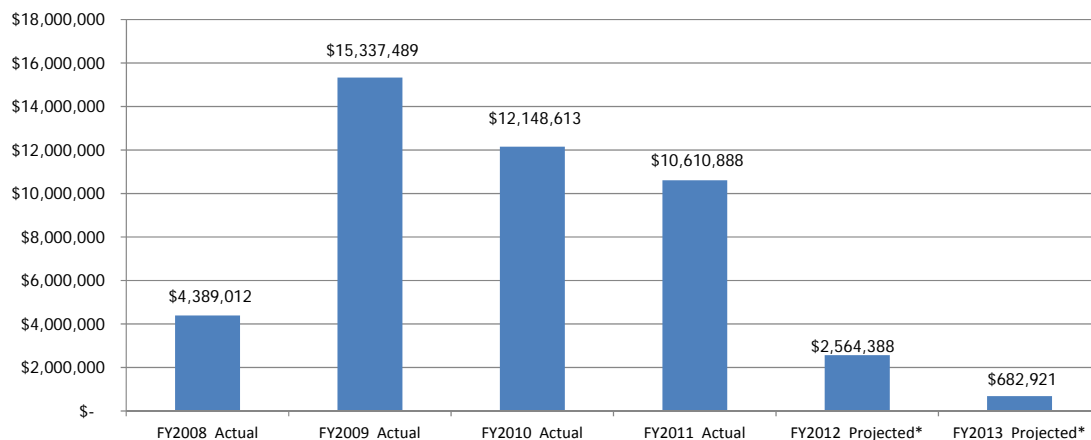
IV. GOVERNMENTAL FUNDS (cont'd)

D. SPECIAL REVENUE FUNDS (cont'd)

SIGNIFICANT CHANGES IN THE NON-FEDERAL PROGRAMS FUND BALANCE

The 2012-13 Non-Federal Programs Fund 4 fund balance is projected to decrease by \$1,881,467 from fiscal year 2011-12's projected ending balance. The fund balance in this fund is restricted and is either reserved for future program needs or encumbered commitments. The use of fund balance is carryover from the prior year as some of the grants are multi-year grants that cross fiscal years.

Memphis City Schools Special Revenue Fund Balance Non-Federal Programs Fund 4



	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Projected	2013 Projected
Beginning Fund Balance at July 1	\$ 4,904,318	\$ 4,389,012	\$ 15,337,489	\$ 12,148,613	\$ 10,610,888	\$ 2,564,388
Revenue	16,613,880	31,787,233	20,840,156	22,215,615	39,458,055	31,837,024
Expenditures	(17,026,328)	(22,289,784)	(25,144,710)	(24,181,787)	(47,504,555)	(33,718,491)
Increase (decrease in reserve for encumbrance)	(102,858)	1,451,028	1,115,678	428,447	-	-
Ending Fund Balance at June 30	\$ 4,389,012	\$ 15,337,489	\$ 12,148,613	\$ 10,610,888	\$ 2,564,388	\$ 682,921
Change from Prior Year	(515,306)	10,948,477	(3,188,876)	(1,537,725)	(8,046,500)	(1,881,467)
Percentage Change from Prior Year	-10.51%	249.45%	-20.79%	-12.66%	-75.83%	-73.37%
Fund Balance as a % of Expenditures	25.78%	68.81%	48.31%	43.88%	5.40%	2.03%

*Projected ending fund balance.



**Memphis City Schools
2012 - 2013 Non-Federal Programs Fund 4
850 AAA BASEBALL**

The AAA Baseball project was established to record donations received from Memphis Redbirds Baseball Association with a purpose of strengthening our schools by building a strong foundation for athletics in the future. The Budget was based on carryover of funds received in prior years that are to be used for Middle School/Junior High Baseball – Softball Equipment and to recondition fields.

Revenue Source: Memphis Redbirds Baseball

Note: Project was transferred to 945 MIAA Dues & Fines at the close of FY 2012.

800 Furniture & Materials: Athletic equipment, including equipment to service the fields, was funded from this object. Examples of equipment needed: hurdles, pads for high jump, vaults and other track equipment. This budget was designed for the schools to spend on athletic equipment and fields.



Memphis City Schools
2012 - 2013 Non-Federal Programs Fund 4
850 AAA Baseball

	2010-11 Budget	2010-11 Actual	2011-12 Budget	2012-13 Budget
Beginning Balance	\$ 62,661	\$ 62,661	\$ 42,004	\$ -
Total Fund Balance	\$ 62,661	\$ 62,661	\$ 42,004	\$ -
Revenues				
Revenue from Local Sources	\$ -	\$ -	\$ -	\$ -
Revenue from State Funds	-	-	-	-
Revenue from Federal Funds	-	-	-	-
Total Revenues	\$ -	\$ -	\$ -	\$ -
Expenses				
Obj Description				
100 Salaries	\$ -	\$ -	\$ -	\$ -
200 Employee Benefits	-	-	-	-
300 Professional Services	-	-	-	-
400 Property Maintenance Services	-	-	-	-
500 Contracted Services	-	-	-	-
600 Supplies and Materials	-	-	-	-
700 Travel	-	-	-	-
800 Furniture and Equipment	22,661	20,657	42,004	-
900 Other Objects	-	-	-	-
Total Expenses	\$ 22,661	\$ 20,657	\$ 42,004	\$ -
Change In Encumbrance	-	-	-	-
Ending Balance	\$ 40,000	\$ 42,004	\$ -	\$ -



**Memphis City Schools
2012 - 2013 Non-Federal Programs Fund 4
805 ADOPT-A-SCHOOL**

The Memphis City Schools Adopt-A-School program has funds that support programs, seminars and luncheons that generate support for Memphis City Schools. The events supported by these funds are used to create a better understanding in the community of our public school system and to establish one - on - one relationship between businesses, faith-based, religious organizations, government agencies, civic groups and the schools directly.

Revenue Source: Donations

- 300 Professional Services: Cover photographic services for publications such as partners newsletter, and other special events; staff development, training, and various outside contract services for graphic services, clerical, and outside printing as needed for special major projects.
- 500 Contracted Services: Provides for advertising costs
- 600 Supplies and Materials: Provides general office supplies to support professional development and special events.



Memphis City Schools
2012 - 2013 Non-Federal Programs Fund 4
805 Adopt A School

	2010-11 Budget	2010-11 Actual	2011-12 Budget	2012-13 Budget
Beginning Balance	\$ 14,834	\$ 14,834	\$ 21,119	\$ -
Total Fund Balance	\$ 14,834	\$ 14,834	\$ 21,119	\$ -
Revenues				
Revenue from Local Sources	\$ -	\$ 23,091	\$ 15,194	\$ 19,250
Revenue from State Funds	-	-	-	-
Revenue from Federal Funds	-	-	-	-
Total Revenues	\$ -	\$ 23,091	\$ 15,194	\$ 19,250
Expenses				
Obj Description				
100 Salaries	\$ -	\$ -	\$ -	\$ -
200 Employee Benefits	-	-	-	-
300 Professional Services	30,833	18,142	17,195	13,000
400 Property Maintenance Services	-	-	-	-
500 Contracted Services	5,000	4,941	10,000	5,250
600 Supplies and Materials	2,729	400	8,118	1,000
700 Travel	-	-	1,000	-
800 Furniture and Equipment	-	-	-	-
900 Other Objects	-	-	-	-
Total Expenses	\$ 38,562	\$ 23,483	\$ 36,313	\$ 19,250
Change In Encumbrance	-	6,677	-	-
Ending Balance	\$ (23,728)	\$ 21,119	\$ -	\$ -

**Memphis City Schools
2012 - 2013 Non-Federal Programs Fund 4
979 ADULT EDUCATION**

Adult Vocational Education programs are designed to provide adult populations with job skills training and re-training opportunities, and occupational services for entry and reentry into the labor market. Skills training programs and services for adults are offered both day and evening, at Messick Adult Center, Southwest Career and Technology Center, and Trezevant Career and Technology Center. The students pay a small fee for each course. Course offerings are available in all of the major service areas: Business Education, Computer Technology, Home Economics, Trade and Industrial Education, and Marketing and Distributive Education, Electrical and Sheet Metal Apprenticeship programs. The Messick Adult Center Vocational Revenue Budget is funded through fees generated from the Vocational and Apprenticeship programs offered to the general public. These funds are used to support the operation of the center and to support maintenance and upgrades required to continue programs and services provided.

Revenue Source: Tuition

- 300 Professional Services: Security services day and evening (11 months)
- 400 Property Maintenance Services: Lease agreements, repairs and maintenance services for copiers and office equipment
- 500 Contracted Services: Provides advertising, telecommunication costs, printing of brochures and instructional materials, and postage associated with school and program activities.
- 600 Supplies and Materials: These funds provide start up instructional material for new programs, supplies for administrative office support, books, periodicals, instructional software and resource materials associated with delivery of instruction and staff development activities.
- 700 Travel: These funds provide for travel expenses associated with teacher transportation for staff development and professional meetings, and evening supervisors who monitor programs.
- 800 Furniture and Equipment: Provides furniture, computer equipment, and other equipment required for instructional use in adult vocational classrooms.



Memphis City Schools
2012 - 2013 Non-Federal Programs Fund 4
979 Adult Education

	2010-11 Budget	2010-11 Actual	2011-12 Budget	2012-13 Budget
Beginning Balance	\$ -	\$ -	\$ 3,565	\$ -
Total Fund Balance	\$ -	\$ -	\$ 3,565	\$ -
Revenues				
Revenue from Local Sources	\$ -	\$ 3,565	\$ 194,435	\$ 201,060
Revenue from State Funds	-	-	-	-
Revenue from Federal Funds	-	-	-	-
Total Revenues	\$ -	\$ 3,565	\$ 194,435	\$ 201,060
Expenses				
Obj Description				
100 Salaries	\$ -	\$ -	\$ 40,000	\$ 40,000
200 Employee Benefits	-	-	-	3,060
300 Professional Services	-	-	70,000	70,000
400 Property Maintenance Services	-	-	15,000	15,000
500 Contracted Services	-	-	7,000	7,000
600 Supplies and Materials	5,000	-	50,000	50,000
700 Travel	-	-	1,000	1,000
800 Furniture and Equipment	-	-	15,000	15,000
900 Other Objects	-	-	-	-
Total Expenses	\$ 5,000	\$ -	\$ 198,000	\$ 201,060
Change In Encumbrance	-	-	-	-
Ending Balance	<u>\$ (5,000)</u>	<u>\$ 3,565</u>	<u>\$ -</u>	<u>\$ -</u>

**Memphis City Schools
2012 - 2013 Non-Federal Programs Fund 4
989 AFTER SCHOOL CHILD CARE**

The Memphis City Schools School Age Child Care (SACC) Program serves a tremendous need in the district. The SACC funds and expenditures are restricted and all restricted fund account money must be for the purpose money was collected. Therefore, all SACC funds *must be used* for a valid SACC purpose and to benefit the students in the SACC program. All SACC programs must meet MCS standards based on guidelines set by the National After-School Association. In addition, all SACC programs must include the following components:

- Math and Reading/Language Arts (reading, writing and oral communication skills)
- Cultural/recreational (dance, art, music, drama, individual and team sports)
- Self-enhancement (conflict resolution, self esteem, manners, career exploration or other self development activities) snacks
- Time for interaction with peers or free time
- Physical fitness activities
- Skilled and well-trained staff
- Appropriate/ accessible materials and equipment
- Creative and fun-filled activities and consistent daily schedules
- Annual informational program for parents and opportunities for parents to provide feedback and program evaluation

Revenue Sources: Child Care Fees

- 300 Professional Services: Provides professional services for instructional, technological, and staff development needs for after-school programs.
- 400 Property Maintenance Service: These funds are allocated for rental space as needed for Professional Development.
- 500 Contracted Services: Funds will be allocated for printing training certificates, evaluations, and supplemental instructional materials and for postage of periodic communications for parents/guardians, flyers/notices to the community.
- 600 Supplies and Materials: Funds will be allocated for printing training certificates, evaluations, and supplemental instructional materials and for postage of periodic communications for parents/guardians, flyers/notices to the community.
- 700 Travel: Funds will be allocated to attend required annual conferences as well as required regional meetings. Additionally funds will also be provided for professional development meetings for the implementation of various instructional programs purchased for the programs as well as for required in-service meetings for administrators and program managers.
- 800 Furniture and Equipment: Provides for on-going replacement and upgrades for furniture and equipment, computers, copiers, printers and other equipment.
- 900 Other Objects: Dues and Fees for publications or miscellaneous services needed for program.



Memphis City Schools
2012 - 2013 Non-Federal Programs Fund 4
989 After School Child Care

	2010-11 Budget	2010-11 Actual	2011-12 Budget	2012-13 Budget
Beginning Balance	\$ 1,515,510	\$ 1,515,510	\$ 1,473,636	\$ 682,919
Total Fund Balance	\$ 1,515,510	\$ 1,515,510	\$ 1,473,636	\$ 682,919
Revenues				
Revenue from Local Sources	\$ 4,600,000	\$ 5,659,133	\$ 4,907,360	\$ 5,666,207
Revenue from State Funds	-	-	-	-
Revenue from Federal Funds	-	-	-	-
Total Revenues	\$ 4,600,000	\$ 5,659,133	\$ 4,907,360	\$ 5,666,207
Expenses				
Obj Description				
100 Salaries	\$ 3,234,823	\$ 3,090,930	\$ 3,260,537	\$ 3,737,866
200 Employee Benefits	648,569	613,164	669,170	792,567
300 Professional Services	1,096,600	858,881	815,774	549,774
400 Property Maintenance Services	47,000	37,301	25,000	6,000
500 Contracted Services	27,650	13,113	30,100	18,000
600 Supplies and Materials	369,000	213,581	317,000	245,000
700 Travel	54,000	48,127	25,496	47,000
800 Furniture and Equipment	822,000	610,574	555,000	270,000
900 Other Objects	1,700	2,593	-	-
Total Expenses	\$ 6,301,342	\$ 5,488,264	\$ 5,698,077	\$ 5,666,207
Change In Encumbrance	-	(212,743)	-	-
Ending Balance	\$ (185,832)	\$ 1,473,636	\$ 682,919	\$ 682,919
Job Title				
ACCOUNTANT	-	-	-	0.50
CHILD CARE ASSISTANT	17.00	-	17.00	12.00
CHILD CARE COORDINATOR (26-50)	2.00	-	2.00	1.00
CHILD CARE COORDINATOR (51-75)	6.00	-	6.00	4.00
CHILD CARE COORDINATOR (76+)	18.00	-	18.00	22.00
EDUCATIONAL ASST - ELEMENTARY	-	-	-	-
Job Code Totals:	43.00	-	43.00	39.50

Memphis City Schools
2012 - 2013 Non-Federal Programs Fund 4
832 ARTS IN EDUCATION: ARTSFEST

Memphis City Schools receives funds from ArtsFest project sales and donations from various organizations to support Arts in Education events that document the impact of all Fines Arts initiatives to raise student achievement. This funding supports items such as collaboration with professional artists, student artistic events, marketing, and other special projects under the jurisdiction of the MCS ArtsFest Coordinator.

Revenue Source: Sponsorships, Donations, Sales from Student Art Reproductions

- 300 Professional Services: Funds will be used for expenses such as staging, security, rental of facilities, the purchase of prints and CD's, sound rental, receptions needs and other similar items.
- 500 Contracted Services: Includes printing costs for promotional materials and student transportation.
- 600 Supplies and Materials: Funds for general supplies needed to implement programs and special events



Memphis City Schools
2012 - 2013 Non-Federal Programs Fund 4
832 Arts In Education Artfest

	2010-11 Budget	2010-11 Actual	2011-12 Budget	2012-13 Budget
Beginning Balance	\$ -	\$ -	\$ -	\$ -
Total Fund Balance	\$ -	\$ -	\$ -	\$ -
Revenues				
Revenue from Local Sources	\$ -	\$ -	\$ 2,307	\$ 4,500
Revenue from State Funds	-	-	-	-
Revenue from Federal Funds	-	-	-	-
Total Revenues	\$ -	\$ -	\$ 2,307	\$ 4,500
Expenses				
Obj Description				
100 Salaries	\$ -	\$ -	\$ -	\$ -
200 Employee Benefits	-	-	-	-
300 Professional Services	-	-	2,307	2,200
400 Property Maintenance Services	-	-	-	-
500 Contracted Services	-	-	-	1,000
600 Supplies and Materials	-	-	-	1,300
700 Travel	-	-	-	-
800 Furniture and Equipment	-	-	-	-
900 Other Objects	-	-	-	-
Total Expenses	\$ -	\$ -	\$ 2,307	\$ 4,500
Change In Encumbrance	-	-	-	-
Ending Balance	\$ -	\$ -	\$ -	\$ -

**Memphis City Schools
2012 - 2013 Non-Federal Programs Fund 4
947 AUDIO/VISUAL SERVICES**

Cable 19-TV Audio and Visual Services support the general operations of the district's cable television station and broadcasting program. Funds are generated through video productions, duplication services, and underwriting and sponsorship opportunities. The project provides for services, repairs and maintenance of the station/broadcasting program and is designed to account for revenues and expenditures associated with this function. **Budget was based on carryover of funds received in prior years.**

Revenue Sources: Sponsorships and Productions

- 300 Professional Services: Advanced student services for local and remote production. Professional development staff training.
- 800 Furniture and Equipment: Used to purchase necessary equipment for Cable 19-TV.
- 900 Other Objects: Used for Skills USA Memphis Chapter, student organization and station operation fees.



Memphis City Schools
2012 - 2013 Non-Federal Programs Fund 4
947 Audio/Visual Services

	2010-11 Budget	2010-11 Actual	2011-12 Budget	2012-13 Budget
Beginning Balance	\$ 41,951	\$ 41,951	\$ 41,952	\$ -
Total Fund Balance	\$ 41,951	\$ 41,951	\$ 41,952	\$ -
Revenues				
Revenue from Local Sources	\$ -	\$ -	\$ -	\$ -
Revenue from State Funds	-	-	-	-
Revenue from Federal Funds	-	-	-	-
Total Revenues	\$ -	\$ -	\$ -	\$ -
Expenses				
Obj Description				
100 Salaries	\$ -	\$ -	\$ -	\$ -
200 Employee Benefits	-	-	-	-
300 Professional Services	-	-	-	-
400 Property Maintenance Services	-	-	-	-
500 Contracted Services	-	-	-	-
600 Supplies and Materials	-	-	-	-
700 Travel	-	-	-	-
800 Furniture and Equipment	41,950	41,946	41,952	-
900 Other Objects	-	-	-	-
Total Expenses	\$ 41,950	\$ 41,946	\$ 41,952	\$ -
Change In Encumbrance	-	41,947	-	-
Ending Balance	\$ 1	\$ 41,952	\$ -	\$ -

**Memphis City Schools
2012 - 2013 Non-Federal Programs Fund 4
826 AUTO MECHANICS (TECH PREP)**

TARGET AUDIENCE: To serve Tech Prep students.

Tech Prep encourages high skill attainment in both academic and technical areas and the utilization of technology in the classroom. Each year Southwest Tennessee Community College awards grants to five (5) or seven (7) Memphis City Schools middle and /or high schools. These grants range from \$3,000 to \$7,000.

This budget was for the schools' use through the division of Careers and Technology to fund their grant until Southwest Tennessee Community College reimburses MCS at the end of each school year. This fund also covers the matching funds or disallowable associated with these grants.

The purpose for grant: to place program funds in member institutions to serve Tech Prep students and integrate applied academics into programs, promote student attainment of core indicators of performance, encourage building-level to develop quality Tech Prep projects, raise Tech Prep awareness with faculty, students and parents and to enrich, enhance or expand opportunities for students to articulate to upper level institution of higher education.

Revenue Source: Southwest Tennessee Community College

- 300 Professional Services: Funds are used to cover services provided for the project.
- 600 Supplies and Materials: Funds were used to provide office supplies and materials for students enrolled in the programs at all sites.
- 800 Furniture and Equipment: Funds were used to replace and upgrade equipment to meet industry standards.



Memphis City Schools
2012 - 2013 Non-Federal Programs Fund 4
826 Auto Mechanics State Project

	2010-11 Budget	2010-11 Actual	2011-12 Budget	2012-13 Budget
Beginning Balance	\$ 30,919	\$ 30,919	\$ 26,505	\$ -
Total Fund Balance	\$ 30,919	\$ 30,919	\$ 26,505	\$ -
Revenues				
Revenue from Local Sources	\$ -	\$ -	\$ 4,414	\$ -
Revenue from State Funds	-	-	-	-
Revenue from Federal Funds	-	-	-	-
Total Revenues	\$ -	\$ -	\$ 4,414	\$ -
Expenses				
Obj Description				
100 Salaries	\$ -	\$ -	\$ -	\$ -
200 Employee Benefits	-	-	-	-
300 Professional Services	-	-	-	-
400 Property Maintenance Services	-	-	-	-
500 Contracted Services	-	-	-	-
600 Supplies and Materials	15,919	7,398	10,000	-
700 Travel	-	-	-	-
800 Furniture and Equipment	15,000	10,549	20,919	-
900 Other Objects	-	-	-	-
Total Expenses	\$ 30,919	\$ 17,947	\$ 30,919	\$ -
Change In Encumbrance	-	13,533	-	-
Ending Balance	\$ -	\$ 26,505	\$ -	\$ -

Memphis City Schools
2012 - 2013 Non-Federal Programs Fund 4
823 BREAKFAST IN THE CLASSROOM

Breakfast in the Classroom stems from Walmart and the Walmart Foundation's \$2 billion commitment to help fight hunger in America through 2015. The purpose of this grant is to increase access to breakfast. The benefits of eating breakfast at school are well documented and expansive including:

- Improvements to math and reading achievement, performance on standardized tests, and vocabulary.
- Improvements to concentration, alertness, comprehension, and memory
- Reduced absenteeism and school nurse visits
- Reduced obesity and improved eating habits, including increased consumption of fruit, milk and a wider variety of foods
- Improved behavior, decreased tardiness and fewer referrals to the disciplinary office

The need for Breakfast in the Classroom at Memphis City Schools is great. Data show that 85% of students in Memphis City Schools are eligible for free and reduced-priced meals. However, only about 48% of Memphis City Schools students who eat a free or reduced-price lunch are eating breakfast at school that is available to them. According to the Partners for Breakfast in the Classroom, as more schools move to the breakfast in the classroom approach, federal School Breakfast Program participation will increase, thereby reducing hunger and improving educational achievement not only in Memphis City Schools but nationwide.

Revenue Source: School Nutrition Foundation

- 300 Professional Services: Funds are used to cover services provided for the project.
- 600 Supplies and Materials: Funds are used to provide office supplies and materials.
- 800 Furniture and Equipment: Funds are used to purchased large and small equipment to operate the program in the various schools.



Memphis City Schools
2012 - 2013 Non-Federal Programs Fund 4
823 Breakfast in the Classroom

	2010-11 Budget	2010-11 Actual	2011-12 Budget	2012-13 Budget
Beginning Balance	\$ -	\$ -	\$ (19)	\$ -
Total Fund Balance	\$ -	\$ -	\$ (19)	\$ -
Revenues				
Revenue from Local Sources	\$ -	\$ 221,972	\$ 7	\$ -
Revenue from State Funds	-	-	-	-
Revenue from Federal Funds	-	-	-	-
Total Revenues	\$ -	\$ 221,972	\$ 7	\$ -
Expenses				
Obj Description				
100 Salaries	\$ 56,981	\$ 52,141	\$ -	\$ -
200 Employee Benefits	-	-	-	-
300 Professional Services	12,751	19,471	(12)	-
400 Property Maintenance Services	-	-	-	-
500 Contracted Services	-	-	-	-
600 Supplies and Materials	9,744	11,063	-	-
700 Travel	-	-	-	-
800 Furniture and Equipment	168,973	139,309	-	-
900 Other Objects	-	-	-	-
Total Expenses	\$ 248,449	\$ 221,984	\$ (12)	\$ -
Change In Encumbrance	-	(7)	-	-
Ending Balance	\$ (248,449)	\$ (19)	\$ -	\$ -



**Memphis City Schools
2012 - 2013 Non-Federal Programs Fund 4
977 BROAD RESIDENCY GRANT**

The Broad Residency Grant provides a Resident as a full-time employee for the two-year period and allows the Resident to participate in TBR. The Resident's roll should have the following characteristics:

- Directly support ongoing teacher effectiveness initiatives of the organization
- Fit your organization's needs and be tailored to the Resident's strengths and areas for growth
- Allow for growth and increasing levels of responsibility
- Enable the Resident to take ownership of particular projects and develop into a senior organization leader
- In addition to the Resident's regular responsibilities, Memphis City Schools agrees to provide the Resident with opportunities to understand a broad scope of the work of the organization.

Revenue Source: The Broad Center for the Management of School Systems



Memphis City Schools
2012 - 2013 Non-Federal Programs Fund 4
977 Broad Residency Grant

	2010-11 Budget	2010-11 Actual	2011-12 Budget	2012-13 Budget
Beginning Balance	\$ -	\$ -	\$ -	\$ -
Total Fund Balance	\$ -	\$ -	\$ -	\$ -
Revenues				
Revenue from Local Sources	\$ -	\$ 95,000	\$ 95,000	\$ 62,154
Revenue from State Funds	-	-	-	-
Revenue from Federal Funds	-	-	-	-
Total Revenues	\$ -	\$ 95,000	\$ 95,000	\$ 62,154
Expenses				
Obj Description				
100 Salaries	\$ 75,000	\$ 94,831	\$ 75,000	\$ 43,791
200 Employee Benefits	20,000	169	20,000	18,363
300 Professional Services	-	-	-	-
400 Property Maintenance Services	-	-	-	-
500 Contracted Services	-	-	-	-
600 Supplies and Materials	-	-	-	-
700 Travel	-	-	-	-
800 Furniture and Equipment	-	-	-	-
900 Other Objects	-	-	-	-
Total Expenses	\$ 95,000	\$ 95,000	\$ 95,000	\$ 62,154
Change In Encumbrance	-	-	-	-
Ending Balance	<u>\$ (95,000)</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
Job Title				
DIRECTOR I - INSTRUCTIONAL SUPPORT	0.83	-	0.83	0.83
Job Code Totals:	<u>0.83</u>	<u>-</u>	<u>0.83</u>	<u>0.83</u>

**Memphis City Schools
2012 - 2013 Non-Federal Programs Fund 4
890 NEW SMALL SCHOOL**

COALITION OF ESSENTIAL SCHOOLS, INC AND RIVER CITY HIGH SCHOOL OF LEADERSHIP AND SERVICE

The Coalition of Essential Schools, Inc. awarded grant funding to Memphis City Schools/River City High School of Leadership and Service. Partnering with the school district and the Coalition of Essential Schools, Inc. supports this innovative smaller learning community that promotes an equitable, personalized, and intellectually vibrant environment. The River City High School's leaders and teachers were offered extensive professional development to support the principles and practices of CES. Specifically CES National Networking Opportunities included professional development at the Annual Fall Forum Small Schools Network Meeting, the Winter and Spring Network Meetings, Critical Friends School Visits and Annual Summer Institute. Additionally school practitioners had access to technical assistance to facilitate their continued growth and success. CES hosted and facilitated a web site devoted to the Small Schools Project and collaborated with the MCS and River City High School of Leadership and Service to gather data and conduct research and advocacy.

Revenue Source: The Coalition of Essential Schools, Inc.

- 300 Professional Services: Provided professional/staff development to enhance teaching and learning through participation at the National Forums and Networking Opportunities offered by the Coalition of Essential Schools, Inc.
- 500 Contracted Services: Provided pupil transportation to support experiential learning activities, service learning projects, and academic and cultural enrichment opportunities. Additionally provides postage and printing for student and parent notifications.
- 600 Supplies and Materials: Provided instructional materials and supplies for the classroom and the general use to support teaching and learning initiatives.
- 800 Furniture and Equipment: Provided computer equipment associated with the purchase or replacement of computer equipment and initial purchase of equipment costs.



Memphis City Schools
2012 - 2013 Non-Federal Programs Fund 4
890 New Small School

	2010-11 Budget	2010-11 Actual	2011-12 Budget	2012-13 Budget
Beginning Balance	\$ 459	\$ 459	\$ -	\$ -
Total Fund Balance	\$ 459	\$ 459	\$ -	\$ -
Revenues				
Revenue from Local Sources	\$ -	\$ -	\$ -	\$ -
Revenue from State Funds	-	-	-	-
Revenue from Federal Funds	-	-	-	-
Total Revenues	\$ -	\$ -	\$ -	\$ -
Expenses				
Obj Description				
100 Salaries	\$ -	\$ -	\$ -	\$ -
200 Employee Benefits	-	-	-	-
300 Professional Services	-	-	-	-
400 Property Maintenance Services	-	-	-	-
500 Contracted Services	-	-	-	-
600 Supplies and Materials	458	458	-	-
700 Travel	-	-	-	-
800 Furniture and Equipment	-	-	-	-
900 Other Objects	-	-	-	-
Total Expenses	\$ 458	\$ 458	\$ -	\$ -
Change In Encumbrance	-	(1)	-	-
Ending Balance	\$ 1	\$ -	\$ -	\$ -

Memphis City Schools
2012 - 2013 Non-Federal Programs Fund 4
908 CHEMISTRY PROFESSIONAL DEVELOPMENT

The Mathematics and Science Improvement Project supports the district's efforts to achieve Science and Mathematics reform and sustainability of the progress. The Mathematics and Science Improvement Project allowed the district to provide services to schools in the categories of:

- ❖ Design professional development for teachers,
- ❖ Implement student support, intervention, and extension programs,
- ❖ Acquire science and mathematics materials, equipment and supplies, and
- ❖ Infuse technology into science and mathematic instruction.

The Chemistry Professional Development was designed to improve the quality of chemistry in the face of increasing course enrollment and high turnover of personnel. College chemistry is a gateway course for all medical and most scientific careers, and success in college chemistry usually depends on students' prior experience in a high school chemistry course. This made the preparation of high school chemistry teachers critically important. The activity was consistent with Memphis City Schools' Strategic Goals designed to create the best educational opportunities for all students in every school.

Revenue Source: University of Memphis

300 Professional Services: Provided funds for services of a professor to conduct the sessions.

600 Supplies and Materials: Provided cost for materials and supplies used in the professional development workshop.

700 Travel: Travel cost for attending required conferences.

800 Furniture and Equipment: Provided for cost of science equipment for the teachers.



Memphis City Schools
2012 - 2013 Non-Federal Programs Fund 4
908 Chemistry Professional Development

	2010-11 Budget	2010-11 Actual	2011-12 Budget	2012-13 Budget
Beginning Balance	\$ 22,905	\$ 22,905	\$ (18)	\$ -
Total Fund Balance	\$ 22,905	\$ 22,905	\$ (18)	\$ -
Revenues				
Revenue from Local Sources	\$ -	\$ (4,654)	\$ 18	\$ -
Revenue from State Funds	-	-	-	-
Revenue from Federal Funds	-	-	-	-
Total Revenues	\$ -	\$ (4,654)	\$ 18	\$ -
Expenses				
Obj Description				
100 Salaries	\$ 4,000	\$ 4,000	\$ -	\$ -
200 Employee Benefits	1,151	1,154	-	-
300 Professional Services	12,500	12,500	-	-
400 Property Maintenance Services	-	-	-	-
500 Contracted Services	-	-	-	-
600 Supplies and Materials	600	601	-	-
700 Travel	-	-	-	-
800 Furniture and Equipment	-	-	-	-
900 Other Objects	-	-	-	-
Total Expenses	\$ 18,251	\$ 18,255	\$ -	\$ -
Change In Encumbrance	-	(14)	-	-
Ending Balance	\$ 4,654	\$ (18)	\$ -	\$ -



**Memphis City Schools
2012 - 2013 Non-Federal Programs Fund 4
937 CLEABORN HOMES CLOSURE**

Memphis City Schools in conjunction with MATA provided special bus passes to certain students that attended Booker T Washington so that they may continue at that school when the Cleaborn Homes close.

Revenue Source: Memphis Housing Authority

500 Contracted Services: Used to purchase MATA bus passes for students.



Memphis City Schools
2012 - 2013 Non-Federal Programs Fund 4
937 Cleaborn Homes Closure

	2010-11 Budget	2010-11 Actual	2011-12 Budget	2012-13 Budget
Beginning Balance	\$ -	\$ -	\$ -	\$ -
Total Fund Balance	\$ -	\$ -	\$ -	\$ -
Revenues				
Revenue from Local Sources	\$ -	\$ 1,545	\$ -	\$ -
Revenue from State Funds	-	-	-	-
Revenue from Federal Funds	-	-	-	-
Total Revenues	\$ -	\$ 1,545	\$ -	\$ -
Expenses				
Obj Description				
100 Salaries	\$ -	\$ -	\$ -	\$ -
200 Employee Benefits	-	-	-	-
300 Professional Services	-	-	-	-
400 Property Maintenance Services	-	-	-	-
500 Contracted Services	5,000	1,545	-	-
600 Supplies and Materials	-	-	-	-
700 Travel	-	-	-	-
800 Furniture and Equipment	-	-	-	-
900 Other Objects	-	-	-	-
Total Expenses	\$ 5,000	\$ 1,545	\$ -	\$ -
Change In Encumbrance	-	-	-	-
Ending Balance	<u>\$ (5,000)</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>



**Memphis City Schools
2012 - 2013 Non-Federal Programs Fund 4
991 COMMUNICATION SPONSORSHIP**

Memphis City Schools Department of Communications seek donations from various organizations throughout the city to support projects, such as MCS district-wide calendar, special events, marketing, advertising and other projects assigned by the Communications Director.

Revenue Source: Donations

- 300 Professional Services: Funds provide for consultation on special projects and initiatives to support the district.
- 500 Contracted Services: Printing fees for District Calendar, brochures, marketing materials and collateral to support the district.
- 600 Supplies and Materials: General supplies required to support programs, special events, marketing materials, brochures and mailings for the district.



Memphis City Schools
2012 - 2013 Non-Federal Programs Fund 4
991 Communication Sponsorship

	2010-11 Budget	2010-11 Actual	2011-12 Budget	2012-13 Budget
Beginning Balance	\$ 27,694	\$ 27,694	\$ 27,695	\$ -
Total Fund Balance	\$ 27,694	\$ 27,694	\$ 27,695	\$ -
Revenues				
Revenue from Local Sources	\$ -	\$ -	\$ -	\$ -
Revenue from State Funds	-	-	-	-
Revenue from Federal Funds	-	-	-	-
Total Revenues	\$ -	\$ -	\$ -	\$ -
Expenses				
Obj Description				
100 Salaries	\$ -	\$ -	\$ -	\$ -
200 Employee Benefits	-	-	-	-
300 Professional Services	2,694	-	9,000	-
400 Property Maintenance Services	-	-	-	-
500 Contracted Services	1,000	-	9,000	-
600 Supplies and Materials	4,000	-	9,695	-
700 Travel	-	-	-	-
800 Furniture and Equipment	-	-	-	-
900 Other Objects	-	-	-	-
Total Expenses	\$ 7,694	\$ -	\$ 27,695	\$ -
Change In Encumbrance	-	1	-	-
Ending Balance	\$ 20,000	\$ 27,695	\$ -	\$ -



**Memphis City Schools
2012 - 2013 Non-Federal Programs Fund 4
911 CONNECT TN**

The Tennessee Department of Education annual appropriated funds per the ConnectTN contract. The Public Chapter 938 of the Public Acts of 2008, funds appropriated for internet funding must be used for internet connectivity or technology access. Memphis City School District initially received funding in fiscal year 2008-2009.

Revenue Source: Tennessee Department of Education

- 300 Professional Services: Purchased Service for internet connection and access within the School District
- 600 Supplies and Materials: Funds were allocated to purchase materials related to internet connection and access.



Memphis City Schools
2012 - 2013 Non-Federal Programs Fund 4
911 Connect TN

	2010-11 Budget	2010-11 Actual	2011-12 Budget	2012-13 Budget
Beginning Balance	\$ 526,580	\$ 526,580	\$ 585,862	\$ -
Total Fund Balance	\$ 526,580	\$ 526,580	\$ 585,862	\$ -
Revenues				
Revenue from Local Sources	\$ -	\$ -	\$ -	\$ -
Revenue from State Funds	-	59,283	-	-
Revenue from Federal Funds	-	-	-	-
Total Revenues	\$ -	\$ 59,283	\$ -	\$ -
Expenses				
Obj Description				
100 Salaries	\$ -	\$ -	\$ -	\$ -
200 Employee Benefits	-	-	-	-
300 Professional Services	80,000	-	585,862	-
400 Property Maintenance Services	-	-	-	-
500 Contracted Services	-	-	-	-
600 Supplies and Materials	-	-	-	-
700 Travel	-	-	-	-
800 Furniture and Equipment	-	-	-	-
900 Other Objects	-	-	-	-
Total Expenses	\$ 80,000	\$ -	\$ 585,862	\$ -
Change In Encumbrance	-	(1)	-	-
Ending Balance	\$ 446,580	\$ 585,862	\$ -	\$ -

**Memphis City Schools
2012 - 2013 Non-Federal Programs Fund 4
862 COORDINATED SCHOOL HEALTH**

Memphis City School's coordinated School Health Program is an effective system designed to foster collaboration between all MCS departments to ensure district initiatives include input and knowledge of all staff and departments that are related to health of children, staff and the community. It improves students' health therefore increasing the students' ability to learn. There is evidence that shows the positive impact of a Coordinated School Health Program. All facets are integrated within the school, home and community to address health related concerns. The Coordinated School Health Program manages the integration of new and existing programs and initiatives gains in student wellness by working with both internal and external stakeholders in eight essential areas:

Health Services	Nutrition Services
Health School Environment	School Counseling, Psychological and Social Services
Health Education	Family and Community Involvement
Physical Education	Health Promotion for Staff

We view promotion as an essential part of education. We know that most children encounter and must overcome barriers to learn effectively. These barriers include physical and mental disabilities, social and economical issues, unsafe home environments, lack of healthy dietary habits, lack of physical activity, chronic illnesses, lack of health care, drug and alcohol use and the engagement in other risky behaviors. These funds are provided by the Tennessee Department of Education.

Revenue Source: Tennessee Department of Education.

Note: Funding changed to SFSF General Fund.

- 300 Professional services: Outside Consultants
- 500 Contract Services: Printing and binding of materials needed for producing printed materials needed to benefit program.
- 700 Travel: Out of town conferences, training and local mileage reimbursement.
- 800 Furniture and Equipment: Provide computers and audio-visual equipments associated with the need for the programs throughout the district.



Memphis City Schools
2012 - 2013 Non-Federal Programs Fund 4
862 Coordinated School Health

	2010-11 Budget	2010-11 Actual	2011-12 Budget	2012-13 Budget
Beginning Balance	\$ -	\$ -	\$ (3)	\$ -
Total Fund Balance	\$ -	\$ -	\$ (3)	\$ -
Revenues				
Revenue from Local Sources	\$ -	\$ -	\$ -	\$ -
Revenue from State Funds	-	-	-	-
Revenue from Federal Funds	-	-	-	-
Total Revenues	\$ -	\$ -	\$ -	\$ -
Expenses				
Obj Description				
100 Salaries	\$ -	\$ -	\$ -	\$ -
200 Employee Benefits	-	-	-	-
300 Professional Services	-	-	3	-
400 Property Maintenance Services	-	-	-	-
500 Contracted Services	-	-	-	-
600 Supplies and Materials	-	1,544	-	-
700 Travel	-	-	-	-
800 Furniture and Equipment	-	130	-	-
900 Other Objects	-	-	-	-
Total Expenses	\$ -	\$ 1,674	\$ 3	\$ -
Change In Encumbrance	-	(1,677)	-	-
Ending Balance	\$ -	\$ (3)	\$ -	\$ -



Memphis City Schools
2012 - 2013 Non-Federal Programs Fund 4
883 DISASTER PREPAREDNESS

Memphis City Schools was granted state assistance to help alleviate the damage caused by declared disasters occurring from January 2003 to July 2003. The money was available because of a declared surplus realized by the State of Tennessee.

Revenue Source: State of Tennessee

600 Supplies and Materials: Cover cost for materials and supplies.

700 Travel: Funds were allocated to attend required annual conferences.

800 Furniture and Equipment: Covered purchase of equipment as necessary.



Memphis City Schools
2012 - 2013 Non-Federal Programs Fund 4
883 Disaster Preparedness

	2010-11 Budget	2010-11 Actual	2011-12 Budget	2012-13 Budget
Beginning Balance	\$ 10,979	\$ 10,979	\$ 6,264	\$ -
Total Fund Balance	\$ 10,979	\$ 10,979	\$ 6,264	\$ -
Revenues				
Revenue from Local Sources	\$ -	\$ -	\$ -	\$ -
Revenue from State Funds	-	4,828	-	-
Revenue from Federal Funds	-	-	-	-
Total Revenues	\$ -	\$ 4,828	\$ -	\$ -
Expenses				
Obj Description				
100 Salaries	\$ 3,330	\$ 3,330	\$ -	\$ -
200 Employee Benefits	-	0	-	-
300 Professional Services	-	-	-	-
400 Property Maintenance Services	-	-	-	-
500 Contracted Services	-	-	-	-
600 Supplies and Materials	-	-	-	-
700 Travel	-	-	6,264	-
800 Furniture and Equipment	7,478	6,214	-	-
900 Other Objects	-	-	-	-
Total Expenses	\$ 10,808	\$ 9,544	\$ 6,264	\$ -
Change In Encumbrance	-	1	-	-
Ending Balance	\$ 171	\$ 6,264	\$ -	\$ -

Memphis City Schools
2012 - 2013 Non-Federal Programs Fund 4
827 DISPROPORTIONATE MINORITY CONTACT

The project involved working with at risk youth and parents from 18 selected Memphis City Schools to address student behavior problems. The youths are counseled and warned with various interventions and sanctions to deter them from entering the Juvenile Justice System. Also, included are monthly monitoring of students grades, behavior, attendance and disciplinary reports and recidivism.

Revenue Source: State of Tennessee.

Note: Funding changed to Federal Programs Fund 6.

- 300 Professional Services: Amounts paid for the performance of a service rendered by personnel who are not on the payroll of the LEA, or services provided by a business. Professional/Staff Development: Expenditures incurred for specialized training to improve an employee's skills or knowledge.
- 500 Contracted Services: Services by persons or businesses to assist in receiving messages or information. Postage: expenditures for postage machine rental and postage. Printing and Binding: includes the design and printing of forms and posters as well as printing and binding of LEA publication.
- 600 Supplies and Materials: Provide general office supplies and materials for the staff and coordinators.
- 700 Travel: Travel associated with expenses for the district coordinator to attend state meetings, conferences and seminars related to disproportionate minority contact.
- 800 Furniture and Equipment: Initial purchase or replacement equipment cost that is \$5,000.00 per item.
- 900 Other Objects: Assessments for membership in professional or other organizations, also includes fees to a paying agent for services rendered.



Memphis City Schools
2012 - 2013 Non-Federal Programs Fund 4
827 Disproportionate Minority Contact

	2010-11 Budget	2010-11 Actual	2011-12 Budget	2012-13 Budget
Beginning Balance	\$ (17,708)	\$ (17,708)	\$ (1)	\$ -
Total Fund Balance	\$ (17,708)	\$ (17,708)	\$ (1)	\$ -
Revenues				
Revenue from Local Sources	\$ -	\$ -	\$ -	\$ -
Revenue from State Funds	45,287	33,582	-	-
Revenue from Federal Funds	-	-	-	-
Total Revenues	\$ 45,287	\$ 33,582	\$ -	\$ -
Expenses				
Obj Description				
100 Salaries	\$ 5,287	\$ 19,837	\$ -	\$ -
200 Employee Benefits	930	3,166	-	-
300 Professional Services	23,429	(21,036)	(1)	-
400 Property Maintenance Services	-	-	-	-
500 Contracted Services	-	1,773	-	-
600 Supplies and Materials	5,000	(841)	-	-
700 Travel	5,750	5,246	-	-
800 Furniture and Equipment	-	-	-	-
900 Other Objects	-	-	-	-
Total Expenses	\$ 40,396	\$ 8,145	\$ (1)	\$ -
Change In Encumbrance	-	(7,730)	-	-
Ending Balance	\$ (12,817)	\$ (1)	\$ -	\$ -



**Memphis City Schools
2012 - 2013 Non-Federal Programs Fund 4
859 DRIVER EDUCATION**

TARGET AUDIENCE: MCS High School Students

The Driver's Education Project was established to collect funds that support the program and maintenance/purchase of vehicles and other equipment.

Revenue Source: Student Tuition

700 Travel: Travel cost for attending required conferences.

800 Furniture and Equipment: Covers purchase of vehicle and/or other equipment as necessary.



Memphis City Schools
2012 - 2013 Non-Federal Programs Fund 4
859 Driver Education

	2010-11 Budget	2010-11 Actual	2011-12 Budget	2012-13 Budget
Beginning Balance	\$ 568	\$ 568	\$ (1)	\$ -
Total Fund Balance	\$ 568	\$ 568	\$ (1)	\$ -
Revenues				
Revenue from Local Sources	\$ -	\$ -	\$ -	\$ -
Revenue from State Funds	-	-	-	-
Revenue from Federal Funds	-	-	-	-
Total Revenues	\$ -	\$ -	\$ -	\$ -
Expenses				
Obj Description				
100 Salaries	\$ -	\$ -	\$ -	\$ -
200 Employee Benefits	-	-	-	-
300 Professional Services	-	-	(1)	-
400 Property Maintenance Services	-	-	-	-
500 Contracted Services	-	-	-	-
600 Supplies and Materials	133	134	-	-
700 Travel	-	-	-	-
800 Furniture and Equipment	2,580	-	-	-
900 Other Objects	-	-	-	-
Total Expenses	\$ 2,713	\$ 134	\$ (1)	\$ -
Change In Encumbrance	-	(435)	-	-
Ending Balance	\$ (2,145)	\$ (1)	\$ -	\$ -

Memphis City Schools
2012 - 2013 Non-Federal Programs Fund 4
860 DUPLICATION SERVICES

TARGET AUDIENCE: Teachers of Kindergarten – 12th Grade Students

Duplication Services provided a source of lower cost software for schools. MCS received a volume discount price by purchasing large quantities of selected software/educational programs, which are then sold to schools in smaller quantities so that they may take advantage of that discounted price.

Revenue Source: Memphis City Schools

300 Professional Services: Provided professional services for staff.

600 Supplies and Materials: Costs for supplies/materials used to duplicate selected software programs.

800 Furniture and Equipment: Provided funding for the acquisition of equipment.



Memphis City Schools
2012 - 2013 Non-Federal Programs Fund 4
860 Duplication Services

	2010-11 Budget	2010-11 Actual	2011-12 Budget	2012-13 Budget
Beginning Balance	\$ 9,339	\$ 9,339	\$ 270	\$ -
Total Fund Balance	\$ 9,339	\$ 9,339	\$ 270	\$ -
Revenues				
Revenue from Local Sources	\$ -	\$ -	\$ 1	\$ -
Revenue from State Funds	-	-	-	-
Revenue from Federal Funds	-	-	-	-
Total Revenues	\$ -	\$ -	\$ 1	\$ -
Expenses				
Obj Description				
100 Salaries	\$ -	\$ -	\$ -	\$ -
200 Employee Benefits	-	-	-	-
300 Professional Services	-	-	-	-
400 Property Maintenance Services	-	-	-	-
500 Contracted Services	-	-	-	-
600 Supplies and Materials	-	-	-	-
700 Travel	-	-	-	-
800 Furniture and Equipment	9,339	-	271	-
900 Other Objects	-	-	-	-
Total Expenses	\$ 9,339	\$ -	\$ 271	\$ -
Change In Encumbrance	-	(9,069)	-	-
Ending Balance	\$ -	\$ 270	\$ -	\$ -

**MEMPHIS CITY SCHOOLS
2012 – 2013 NON-FEDERAL PROGRAMS FUND 4
930 EARLY COLLEGE TRANSITION GRANT**

The Middle College National Consortium with financial support from the Gates Foundation, W.K. Kellogg, Carnegie Foundation and Ford Foundation, support Early College/Dual Enrollment Transition Programs. The purpose of the Memphis Consortium of Early College Grant was to increase student's access to college level courses and articulation courses through participation in the Dual Enrollment/Early College Program. Students who meet the college requirements enroll in classes taught at the university or by adjunct teachers who are credentialed by the college or university. The participating colleges and universities are Christian Brothers University, LeMoyne-Owen College, Southwest Tennessee Community College, Tennessee Technology Center, and the University of Memphis. The purpose was to increase the number of secondary students who were enrolled in college-level courses offered by post-secondary institutions.

Revenue Sources: Gates Foundation, W.K. Kellogg, Carnegie Foundation and Ford Foundation

- 300 Professional Services: Provide professional / staff development to enhance teaching and learning through participation at the Middle College National Consortium and networking opportunities offered by the Middle College National Consortium and the district; contractual services with external evaluator to conduct the evaluation for the Early College Transition Grant; contracts for colleges and university professors' attendance at orientations, curriculum collaborative meeting, and other joint professional development activities.

- 500 Other Services: Purchase and Printing of Early College brochures, parent notifications, advertisements, billboards to market the dual enrollment program to all stakeholders, advertising costs for printed announcements in professional periodicals and newspapers or announcements, broadcast by radio and television networks, cost for professional fees for advertising or public relation services are not recorded here but are charged to professional services.

- 700 Travel: Funds were used to support conference fees, registration lodging, meals, travel in town and out of town for staff and college partners to attend professional meetings, staff development, conference including the Middle College National Conferences and other conferences that support college readiness.

- 800 Equipment: Provide computer equipment / laptop associated with the purchase of computer equipment, software, and initial purchase of equipment costs.



Memphis City Schools
2012 - 2013 Non-Federal Programs Fund 4
930 Early College Transition Grant

	2010-11 Budget	2010-11 Actual	2011-12 Budget	2012-13 Budget
Beginning Balance	\$ 45,132	\$ 45,132	\$ 13,000	\$ -
Total Fund Balance	\$ 45,132	\$ 45,132	\$ 13,000	\$ -
Revenues				
Revenue from Local Sources	\$ 100,000	\$ 24,789	\$ 76,409	\$ -
Revenue from State Funds	-	-	-	-
Revenue from Federal Funds	-	-	-	-
Total Revenues	\$ 100,000	\$ 24,789	\$ 76,409	\$ -
Expenses				
Obj Description				
100 Salaries	\$ 35,855	\$ 29,947	\$ 25,078	\$ -
200 Employee Benefits	1,273	1,107	2,534	-
300 Professional Services	31,556	25,570	30,786	-
400 Property Maintenance Services	-	-	-	-
500 Contracted Services	10,717	6,805	10,311	-
600 Supplies and Materials	-	-	1,000	-
700 Travel	18,200	8,492	18,200	-
800 Furniture and Equipment	1,800	-	1,500	-
900 Other Objects	-	-	-	-
Total Expenses	\$ 99,401	\$ 71,921	\$ 89,409	\$ -
Change In Encumbrance	-	15,000	-	-
Ending Balance	\$ 45,731	\$ 13,000	\$ -	\$ -
Job Title				
Coordinator II - Instructional Support	0.40	-	0.40	-
Job Code Totals:	0.40	-	0.40	-

**Memphis City Schools
2012 - 2013 Non-Federal Programs Fund 4
920 ECHOES OF TRUTH**

An Echo of Truth was a career-oriented education program that enabled students to build professional-level skills and earn income while engaged in arts-related learning projects. This program paired at-risk and high-achieving arts students together with hired professionals who demonstrate industry-level quality. Participants produce products (paintings, CD's, etc.) that were marketed in the community to generate a revenue stream that helped perpetuate the program.

Echoes of Truth business modules were designed to introduce student employees to knowledge, skills, and on-the-job training aspects associated with a particular arts-related career. Students (16-21 years old) audition/interview for available positions in the various modules, such as fine arts, music (choir/songwriting/recording), theatre (playwriting, performance and production aspects), theatre management, marketing/public relations, filmmaking/video production, broadcasting, graphic design, and electronic media.

Revenue Source: Donations

300 Professional Services: Provided for student services for official activities/events and other professional support within the Echoes of Truth program.

500 Contracted Services: Printing services for parental communications.



Memphis City Schools
2012 - 2013 Non-Federal Programs Fund 4
920 Echoes Of Truth

	2010-11 Budget	2010-11 Actual	2011-12 Budget	2012-13 Budget
Beginning Balance	\$ 827	\$ 827	\$ (1)	\$ -
Total Fund Balance	\$ 827	\$ 827	\$ (1)	\$ -
Revenues				
Revenue from Local Sources	\$ -	\$ -	\$ -	\$ -
Revenue from State Funds	-	-	-	-
Revenue from Federal Funds	-	-	-	-
Total Revenues	\$ -	\$ -	\$ -	\$ -
Expenses				
Obj Description				
100 Salaries	\$ -	\$ -	\$ -	\$ -
200 Employee Benefits	-	-	-	-
300 Professional Services	827	1,327	(1)	-
400 Property Maintenance Services	-	-	-	-
500 Contracted Services	-	(500)	-	-
600 Supplies and Materials	-	-	-	-
700 Travel	-	-	-	-
800 Furniture and Equipment	-	-	-	-
900 Other Objects	-	-	-	-
Total Expenses	\$ 827	\$ 827	\$ (1)	\$ -
Change In Encumbrance	-	(1)	-	-
Ending Balance	\$ -	\$ (1)	\$ -	\$ -



**Memphis City Schools
2012 - 2013 Non-Federal Programs Fund 4
976 EPIC**

In partnership with Memphis City Schools, New Leaders New Schools provided funding for project management of the Effective Practice Incentive Community program. The program identified, trained, certified, placed, and supported outstanding principals and assistant principals for public schools in Memphis.

Revenue Source: New Leaders New Schools.

Note: This project was previously reported with School Services Project 813.

300 Professional Services: Provided funding to acquire the services of professional consultants, graduate students, and others to assist in extracting data used to develop research reports, and other special projects.

500 Contracted Services: Funds for materials needed for marketing the project.

600 Supplies and Materials: Standard materials and office supplies.



Memphis City Schools
2012 - 2013 Non-Federal Programs Fund 4
976 EPIC

	2010-11 Budget	2010-11 Actual	2011-12 Budget	2012-13 Budget
Beginning Balance	\$ -	\$ -	\$ (1)	\$ -
Total Fund Balance	\$ -	\$ -	\$ (1)	\$ -
Revenues				
Revenue from Local Sources	\$ 390,888	\$ 284,283	\$ 436,673	\$ -
Revenue from State Funds	-	-	-	-
Revenue from Federal Funds	-	-	-	-
Total Revenues	\$ 390,888	\$ 284,283	\$ 436,673	\$ -
Expenses				
Obj Description				
100 Salaries	\$ 206,369	\$ 226,699	\$ 290,897	\$ -
200 Employee Benefits	54,414	51,889	69,509	-
300 Professional Services	5,000	-	39,084	-
400 Property Maintenance Services	-	-	-	-
500 Contracted Services	2,700	2,645	27,807	-
600 Supplies and Materials	5,375	2,857	9,375	-
700 Travel	2,030	1,942	-	-
800 Furniture and Equipment	-	-	-	-
900 Other Objects	-	-	-	-
Total Expenses	\$ 275,888	\$ 286,032	\$ 436,672	\$ -
Change In Encumbrance	-	1,748	-	-
Ending Balance	\$ 115,000	\$ (1)	\$ -	\$ -
Job Title				
ADMINISTRATIVE SECRETARY III	1.00	-	1.00	-
PRINCIPAL-SENIOR HIGH	1.00	-	1.00	-
SPECIAL PROJECT COORDINATOR II	1.00	-	1.00	-
TEACHER ON ASSIGNMENT	1.00	-	1.00	-
Job Code Totals:	4.00	-	4.00	-



**Memphis City Schools
2012 - 2013 Non-Federal Programs Fund 4
972 E - RATE ABATEMENT**

E-Rate Abatement project recorded the portion of district expense that qualified for reimbursement.

Revenue Source: Universal Service Administration Company – School and Library Division

400 Property Maintenance Services: Provided for the maintenance and repair of equipment.



Memphis City Schools
2012 - 2013 Non-Federal Programs Fund 4
972 E-Rate Abatement

	2010-11 Budget	2010-11 Actual	2011-12 Budget	2012-13 Budget
Beginning Balance	\$ 3,836,692	\$ 3,836,692	\$ 2,320,426	\$ -
Total Fund Balance	\$ 3,836,692	\$ 3,836,692	\$ 2,320,426	\$ -
Revenues				
Revenue from Local Sources	\$ -	\$ -	\$ 42,713	\$ -
Revenue from State Funds	-	-	-	-
Revenue from Federal Funds	-	-	-	-
Total Revenues	\$ -	\$ -	\$ 42,713	\$ -
Expenses				
Obj Description				
100 Salaries	\$ -	\$ -	\$ -	\$ -
200 Employee Benefits	-	-	-	-
300 Professional Services	-	-	-	-
400 Property Maintenance Services	1,874,899	1,801,884	2,363,139	-
500 Contracted Services	-	-	-	-
600 Supplies and Materials	-	(29)	-	-
700 Travel	-	-	-	-
800 Furniture and Equipment	-	-	-	-
900 Other Objects	-	-	-	-
Total Expenses	\$ 1,874,899	\$ 1,801,855	\$ 2,363,139	\$ -
Change In Encumbrance	-	285,589	-	-
Ending Balance	\$ 1,961,793	\$ 2,320,426	\$ -	\$ -



**MEMPHIS CITY SCHOOLS
2012 – 2013 NON-FEDERAL PROGRAMS FUND 4
984 E - RATE USAC**

E-Rate USAC project records the portion of district expense that qualified for reimbursement.

Revenue Source: Universal Service Administration Company – School and Library Division

- 300 Professional Services: Technical service to maintain wide area network.
- 500 Contracted Services: District wide telecommunications that includes telephone, long distance, and wide area network.
- 800 Furniture and Equipment: Provides funding for the acquisition of equipment needed to complete the evaluation of special projects.
- 900 Other Objects: Provides funding for dues and fees, licenses and permits.



Memphis City Schools
2012 - 2013 Non-Federal Programs Fund 4
984 E-Rate USAC

	2010-11 Budget	2010-11 Actual	2011-12 Budget	2012-13 Budget
Beginning Balance	\$ 3,388,084	\$ 3,388,084	\$ 1,359,572	\$ 1,219,185
Total Fund Balance	\$ 3,388,084	\$ 3,388,084	\$ 1,359,572	\$ 1,219,185
Revenues				
Revenue from Local Sources	\$ 3,817,877	\$ 457,552	\$ 44,253	\$ 180,500
Revenue from State Funds	-	-	-	-
Revenue from Federal Funds	-	-	-	-
Total Revenues	\$ 3,817,877	\$ 457,552	\$ 44,253	\$ 180,500
Expenses				
Obj Description				
100 Salaries	\$ -	\$ -	\$ -	\$ -
200 Employee Benefits	-	-	-	-
300 Professional Services	469,900	(1,002,326)	80,000	-
400 Property Maintenance Services	-	-	-	-
500 Contracted Services	793,568	127,531	44,640	-
600 Supplies and Materials	-	-	-	-
700 Travel	-	-	-	-
800 Furniture and Equipment	2,041,297	2,013,843	60,000	1,399,685
900 Other Objects	-	-	-	-
Total Expenses	\$ 3,304,765	\$ 1,139,048	\$ 184,640	\$ 1,399,685
Change In Encumbrance	-	(1,347,016)	-	-
Ending Balance	\$ 3,901,196	\$ 1,359,572	\$ 1,219,185	\$ -



**MEMPHIS CITY SCHOOLS
2012 – 2013 NON-FEDERAL PROGRAMS FUND 4
987 FACILITY RENTAL**

This project captures charge-back fees for facility over-time incurred due to various district property rentals to outside organizations.

Revenue Source: Rental Agreements

400 Property Maintenance Services: Utility cost associated with to property rental to outside organizations.

600 Supplies and Materials: Cost of supplies used for rental facilities.



Memphis City Schools
2012 - 2013 Non-Federal Programs Fund 4
987 Facility Rental

	2010-11 Budget	2010-11 Actual	2011-12 Budget	2012-13 Budget
Beginning Balance	\$ -	\$ -	\$ 185,481	\$ 146,971
Total Fund Balance	\$ -	\$ -	\$ 185,481	\$ 146,971
Revenues				
Revenue from Local Sources	\$ -	\$ 358,106	\$ 358,106	\$ 380,744
Revenue from State Funds	-	-	-	-
Revenue from Federal Funds	-	-	-	-
Total Revenues	\$ -	\$ 358,106	\$ 358,106	\$ 380,744
Expenses				
Obj Description				
100 Salaries	\$ 99,400	\$ 139,142	\$ 25,000	\$ 25,000
200 Employee Benefits	350	316	2,000	2,000
300 Professional Services	-	-	341,901	423,000
400 Property Maintenance Services	18,200	28,312	-	-
500 Contracted Services	-	-	-	-
600 Supplies and Materials	9,765	5,445	27,715	77,715
700 Travel	-	-	-	-
800 Furniture and Equipment	-	-	-	-
900 Other Objects	-	-	-	-
Total Expenses	\$ 127,715	\$ 173,215	\$ 396,616	\$ 527,715
Change In Encumbrance	-	590	-	-
Ending Balance	\$ (127,715)	\$ 185,481	\$ 146,971	\$ -

**Memphis City Schools
2012 - 2013 Non-Federal Programs Fund 4
915 FIRST ROBOTICS TEAM**

Medtronic, Memphis supported the sponsorship of a high school Robotics team that competed in regional robotics competitions. This sponsorship helped to encourage students to pursue careers in science, technology, computer science, mathematics, robotics and engineering. Beginning in August, the robotics teams worked with local mentor engineers from Medtronic and local universities and other FIRST Robotic teams by providing workshops and hands-on experiences with robots. The three schools that the sponsorship covered were Booker T. Washington High, Fairley High and Hamilton High. Monies were generated to support this fund through grants, fundraisers, sponsorships and donations.

Revenue Source: Medtronic, Memphis

- 300 Professional Services: Provided workshop seminars for students.
- 500 Contracted Services: Transportation for students.
- 600 Supplies and Materials: Provided student supplies to build robots.



Memphis City Schools
2012 - 2013 Non-Federal Programs Fund 4
915 First Robotics Team

	2010-11 Budget	2010-11 Actual	2011-12 Budget	2012-13 Budget
Beginning Balance	\$ 1,308	\$ 1,308	\$ 4,145	\$ -
Total Fund Balance	\$ 1,308	\$ 1,308	\$ 4,145	\$ -
Revenues				
Revenue from Local Sources	\$ -	\$ 7,000	\$ -	\$ -
Revenue from State Funds	-	-	-	-
Revenue from Federal Funds	-	-	-	-
Total Revenues	\$ -	\$ 7,000	\$ -	\$ -
Expenses				
Obj Description				
100 Salaries	\$ -	\$ -	\$ -	\$ -
200 Employee Benefits	-	-	-	-
300 Professional Services	2,779	2,880	3,000	-
400 Property Maintenance Services	-	-	-	-
500 Contracted Services	-	-	-	-
600 Supplies and Materials	983	587	1,145	-
700 Travel	546	695	-	-
800 Furniture and Equipment	-	-	-	-
900 Other Objects	-	-	-	-
Total Expenses	\$ 4,308	\$ 4,162	\$ 4,145	\$ -
Change In Encumbrance	-	(1)	-	-
Ending Balance	\$ (3,000)	\$ 4,145	\$ -	\$ -



**Memphis City Schools
2012 - 2013 Non-Federal Programs Fund 4
942 HEAD START OBSERVATION PROGRAM**

Memphis City Schools Mental Health Services will provide services outlined in the contract (Head Start Contract # CA097464) and will charge the Shelby County for the services rendered. MCS may contract some services as needed.

Revenue Source: Shelby County Government

300 Professional Services: Funds are used for classroom observations, individual student observations, consultation with teachers and parents, teacher/staff training, mileage reimbursement, and student behavioral assessments



Memphis City Schools
2012 - 2013 Non-Federal Programs Fund 4
942 Head Start Observation Program

	2010-11 Budget	2010-11 Actual	2011-12 Budget	2012-13 Budget
Beginning Balance	\$ 2,470	\$ 2,470	\$ 9,900	\$ 4,900
Total Fund Balance	\$ 2,470	\$ 2,470	\$ 9,900	\$ 4,900
Revenues				
Revenue from Local Sources	\$ 25,000	\$ 7,430	\$ -	\$ 2,000
Revenue from State Funds	-	-	-	-
Revenue from Federal Funds	-	-	-	-
Total Revenues	\$ 25,000	\$ 7,430	\$ -	\$ 2,000
Expenses				
Obj Description				
100 Salaries	\$ -	\$ -	\$ -	\$ -
200 Employee Benefits	-	-	-	-
300 Professional Services	2,470	25,000	5,000	3,900
400 Property Maintenance Services	-	-	-	-
500 Contracted Services	-	-	-	-
600 Supplies and Materials	-	-	-	3,000
700 Travel	-	-	-	-
800 Furniture and Equipment	-	-	-	-
900 Other Objects	-	-	-	-
Total Expenses	\$ 2,470	\$ 25,000	\$ 5,000	\$ 6,900
Change In Encumbrance	-	(25,000)	-	-
Ending Balance	<u>\$ 25,000</u>	<u>\$ 9,900</u>	<u>\$ 4,900</u>	<u>\$ -</u>

Memphis City Schools
2012 - 2013 Non-Federal Programs Fund 4
951 MCS DISPLACED STUDENT SERVICES
(formerly HOMELESS CHILDREN AND YOUTH PROGRAM)

TARGET AUDIENCE: All homeless students, residing in the geographical area of Memphis City Schools

To provide uninterrupted and continuous resources and service to homeless/formerly homeless children, youth and their families in Memphis City Schools, and to meet all mandates consistent with the Tennessee Department of Education's McKinney- Vento Homeless Education Act. This program addresses the problems that homeless children and youth face enrolling, attending, and succeeding in school. The goals of the program are to ensure that each homeless child and youth has equal access to the same free, appropriate public education, including a public preschool education, as other children and youth. The program seeks to ensure the following services are provided for homeless/ formerly homeless children and youth:

- Assistance with student enrollment
- After-school tutoring
- Distribution of school supplies
- Transportation to school of origin
- Equal access to all components of both school systems
- Referrals to and distribution of resources of other service providers
- Summer enrichment program
- Payment of school fees
- Life skills and parenting training

Revenue Source: Tennessee Department of Education

- 300 Professional Services: Contracts with vendors, including computer maintenance, lease purchases, and catering provided by outside vendors.
- 600 Supplies and Materials: Supplies to operate a successful summer enrichment program and school supplies for students to include uniforms, notebooks, backpacks.
- 800 Furniture and Equipment: Provides for the cost of camp equipment, rental equipment and computers.



Memphis City Schools
2012 - 2013 Non-Federal Programs Fund 4
951 MCS Displaced Student Services

	2010-11 Budget	2010-11 Actual	2011-12 Budget	2012-13 Budget
Beginning Balance	\$ 8,771	\$ 8,771	\$ 22,451	\$ 10,000
Total Fund Balance	\$ 8,771	\$ 8,771	\$ 22,451	\$ 10,000
Revenues				
Revenue from Local Sources	\$ -	\$ 16,138	\$ 8,798	\$ 5,000
Revenue from State Funds	-	-	-	-
Revenue from Federal Funds	-	-	-	-
Total Revenues	\$ -	\$ 16,138	\$ 8,798	\$ 5,000
Expenses				
Obj Description				
100 Salaries	\$ -	\$ -	\$ -	\$ -
200 Employee Benefits	-	-	-	-
300 Professional Services	2,164	2,163	5,000	5,000
400 Property Maintenance Services	-	-	-	-
500 Contracted Services	-	-	100	500
600 Supplies and Materials	1,195	1,195	15,449	7,500
700 Travel	-	-	-	-
800 Furniture and Equipment	412	-	700	2,000
900 Other Objects	-	-	-	-
Total Expenses	\$ 3,771	\$ 3,358	\$ 21,249	\$ 15,000
Change In Encumbrance	-	900	-	-
Ending Balance	\$ 5,000	\$ 22,451	\$ 10,000	\$ -

Memphis City Schools
2012 - 2013 Non-Federal Programs Fund 4
867 IDEA PERMISSIVE USE
COORDINATING EARLY INTERVENING SERVICES (CEIS)

IDEA allowed a LEA to use up to 15% of funds in combination with other amounts (other than education funds), to develop and implement Coordinated Early Intervening Services, which may include interagency financing structures, for students in kindergarten through grade 12 (with particular emphasis on students in kindergarten through grade 3) who have not been identified as needing special education or related services but who need additional academic and behavioral support to succeed in a general education environment.

- Read 180 Middle and High School
- Tier III
- Alcohol and Drug Prevention
- If I had a Hammer
- Head Sprout

Revenue Source: Tennessee Department of Education

- 300 Professional Services: This provided for staff development workshops, seminars, and training to support implementation of the curriculum framework and Department of Education licensing standards. Funds are also used for program monitoring.
- 600 Supplies and Materials: This covered the cost of educational materials and supplies, which students and staff need in the individual classrooms which include art, manipulatives, gross motor, dramatic play, and other educational materials required for the curricula.
- 800 Furniture and Equipment: Provided for the cost of playground equipment, furniture, and computers.



Memphis City Schools
2012 - 2013 Non-Federal Programs Fund 4
867 IDEA Permissive Use CEIS

	2010-11 Budget	2010-11 Actual	2011-12 Budget	2012-13 Budget
Beginning Balance	\$ (3,136)	\$ (3,136)	\$ (12)	\$ -
Total Fund Balance	\$ (3,136)	\$ (3,136)	\$ (12)	\$ -
Revenues				
Revenue from Local Sources	\$ -	\$ -	\$ -	\$ -
Revenue from State Funds	-	-	-	-
Revenue from Federal Funds	-	-	-	-
Total Revenues	\$ -	\$ -	\$ -	\$ -
Expenses				
Obj Description				
100 Salaries	\$ -	\$ 2,849	\$ -	\$ -
200 Employee Benefits	-	(2,852)	-	-
300 Professional Services	-	-	12	-
400 Property Maintenance Services	-	-	-	-
500 Contracted Services	-	-	-	-
600 Supplies and Materials	-	171	-	-
700 Travel	-	-	-	-
800 Furniture and Equipment	-	1,174	-	-
900 Other Objects	-	-	-	-
Total Expenses	\$ -	\$ 1,342	\$ 12	\$ -
Change In Encumbrance	-	1,782	-	-
Ending Balance	\$ (3,136)	\$ (12)	\$ -	\$ -

**Memphis City Schools
2012 - 2013 Non-Federal Programs Fund 4
978 IMLS LAURA BUSH LIBRARIAN GRANT**

TARGET AUDIENCE: 2 cohorts of future library information specialists (LIS), including a total of 22 participants willing to sign an LIS employment agreement with MCS for a minimum of 3 years; up to 11 National Board Certified LIS's who will serve as paid mentors during the student practicum period.

The purpose of University of Memphis' School Librarian SOS (Support for Online Study) project was to increase the number of fully qualified school library information specialists (SLIS) working in select high-need school districts within West Tennessee, including one urban district (Memphis City Schools) and two adjacent rural school districts (Haywood County and Tipton County Schools). This project has been adapted from successful IMLS-funded 21st century librarian projects focusing on preparing urban teacher-librarians and delivering online courses of study. It was specifically designed to advance the program's goal to "recruit and educate the next generation of librarians."

Note: The project ends June 2012.

IMLS Laura Bush 21st Century Librarian Program Goals:

- Increase the number of certified school library information specialists working in target districts' school libraries.
- Increase the number of certified school library information specialists of diverse racial or cultural backgrounds and/or especially qualified to serve diverse school communities and better meet the needs of students traditionally underserved within the current target districts' student population.
- Collaboratively expand a partnership that will accomplish the project's goals, address the needs of both the target districts and the University of Memphis, be sustainable within the target districts, and serve as a model for similar institutions.

Revenue Source: University of Memphis

- 300 Professional Services: Funds were used for Videographer services (\$25 x 4 hrs x 5 events), to catalog the program activities for instructional support.
- 600 Supplies and Materials: Provided funding for supplies, materials and books.
- 800 Computer and Equipment: Funds were used to purchase laptop computers for participants to complete grant requirements.



Memphis City Schools
2012 - 2013 Non-Federal Programs Fund 4
978 IMLS Laura Bush Librarian Grant

	2010-11 Budget	2010-11 Actual	2011-12 Budget	2012-13 Budget
Beginning Balance	\$ -	\$ -	\$ 1,930	\$ -
Total Fund Balance	\$ -	\$ -	\$ 1,930	\$ -
Revenues				
Revenue from Local Sources	\$ 13,297	\$ 13,297	\$ 11,367	\$ -
Revenue from State Funds	-	-	-	-
Revenue from Federal Funds	-	-	-	-
Total Revenues	\$ 13,297	\$ 13,297	\$ 11,367	\$ -
Expenses				
Obj Description				
100 Salaries	\$ -	\$ -	\$ -	\$ -
200 Employee Benefits	-	-	-	-
300 Professional Services	-	-	500	-
400 Property Maintenance Services	-	-	-	-
500 Contracted Services	-	-	-	-
600 Supplies and Materials	-	-	477	-
700 Travel	-	-	-	-
800 Furniture and Equipment	11,367	11,367	12,320	-
900 Other Objects	-	-	-	-
Total Expenses	\$ 11,367	\$ 11,367	\$ 13,297	\$ -
Change In Encumbrance	-	-	-	-
Ending Balance	\$ 1,930	\$ 1,930	\$ -	\$ -

Memphis City Schools
2012 - 2013 Non-Federal Programs Fund 4
931 LOTTERY FOR EDUCATION: AFTERSCHOOL PROGRAMS (LEA)

TARGET AUDIENCE: Students in schools identified by the State with greatest academic need

LEAP programs were established at ten schools (Charjean Elem, Cummings Elem, Georgian Hills Elem, Goodlett Elem, Hawkins Mill Elem, Hanley Elem, Levi Elem, Treadwell Elem, Winchester Elem, and Airways Middle) through a Lottery for Education After-School Programs Grant. LEAP addresses student achievement, improving student behavior, involving parents in the learning process, providing quality professional development and establishing community learning centers. LEAP focused on reading and math through a variety of materials, resources, and support activities including tutoring/mentoring. Enrichment projects, field trips and recreational activities ensure that the 'total' child was addressed. Resources were research based with appropriate professional development for teachers and paraprofessionals. Community Partners such as the Memphis Museums and community based cultural arts programs provided a variety of opportunities for fieldtrips and supplemental enrichment/academic activities.

Revenue Source: State of Tennessee

Note: Competitive, future funding is uncertain.

- 300 Professional Services: Funds were used for professional services for instructional, technological, and staff development needs for after-school programs.

- 500 Contracted Services: Funds were used for printing training certificates, evaluations, and supplemental instructional materials. Funds will also be used to provide postage for periodic communications to parents/guardians, for flyers/notices to the community, for cell phones for school based leadership staff, and for transporting children to school. Expenditures for the rental of buses that were operated by personnel on the LEA payroll are not recorded here.

- 600 Supplies and Materials: Funds were used for purchase and/or replenish of basic office supplies and supplemental instructional materials for in-services and staff development.

- 700 Travel: Funds were used to support staff attendance in various training and professional development conferences, seminars, and symposia. Funds also support in-town travel to and among schools.

- 800 Furniture and Equipment: Provided for on-going replacement and upgrades for furniture and equipment, computers, copiers, printers, recreational game systems and other equipment used to enhance the after-school experiences of students.

- 900 Other Objects: Funds were used for district indirect cost.



Memphis City Schools
2012 - 2013 Non-Federal Programs Fund 4
931 Lottery for Education Afterschool Program LEA

	2010-11 Budget	2010-11 Actual	2011-12 Budget	2012-13 Budget
Beginning Balance	\$ -	\$ -	\$ (214)	\$ -
Total Fund Balance	\$ -	\$ -	\$ (214)	\$ -
Revenues				
Revenue from Local Sources	\$ -	\$ -	\$ -	\$ -
Revenue from State Funds	-	905,374	1,224,094	-
Revenue from Federal Funds	-	-	-	-
Total Revenues	\$ -	\$ 905,374	\$ 1,224,094	\$ -
Expenses				
Obj Description				
100 Salaries	\$ 898,138	\$ 648,849	\$ 835,622	\$ -
200 Employee Benefits	160,545	112,034	145,406	-
300 Professional Services	105,300	58,917	105,300	-
400 Property Maintenance Services	-	-	-	-
500 Contracted Services	17,800	6,536	19,880	-
600 Supplies and Materials	69,910	45,094	63,467	-
700 Travel	8,500	41	8,000	-
800 Furniture and Equipment	8,482	6,363	11,725	-
900 Other Objects	47,325	32,472	34,480	-
Total Expenses	\$ 1,316,000	\$ 910,306	\$ 1,223,880	\$ -
Change In Encumbrance	-	4,718	-	-
Ending Balance	<u>\$ (1,316,000)</u>	<u>\$ (214)</u>	<u>\$ -</u>	<u>\$ -</u>

**MEMPHIS CITY SCHOOLS
2012 – 2013 NON-FEDERAL PROGRAMS FUND 4
939 LOTTERY FOR EDUCATION: AFTERSCHOOL PROGRAMS (LEAP Charter Schools)**

TARGET AUDIENCE: Students in schools identified by the State with greatest academic need

LEAP Programs were established at 2 elementary charter schools (Promise Academy and Southern Avenue Charter School) through a Lottery for Education After-School Programs Grant. LEAP addresses student achievement, physical fitness, and social skills and cultural awareness. LEAP focuses on academic and cognitive development through a variety of materials, resources, and support activities including academic intervention through tutoring and mentoring. Enrichment projects, such as participation in team sports, dance instruction, and other physical sports, and recreational activities ensured that the 'total' child is addressed. Students were provided with artistic and social activities to enhance cultural and social skills. Resources are research based with appropriate professional development for teachers and paraprofessionals. Community Partners, such as Emmanuel Episcopal Center, Rhodes College, Volunteer Memphis Academy, and Memphis Arts Council provided assistance with tutoring, physical fitness activities and cultural opportunities.

Revenue Source: State of Tennessee

- 300 Professional Services: Allocated for professional services for instructional, technological, and staff development needs for after-school programs.

- 500 Misc Contracted Services: Allocated for printing and publications.

- 600 Supplies and Materials: Allocated to purchase and/or replenish basic office supplies and supplemental instructional materials for in-services and staff development.

- 500 Misc Contracted Services: Allocated for printing and publications.

- 700 Travel: Allocated to support staff attendance in various training and professional development conferences, seminars, and symposia.

- 800 Computer and Equipment: Allocated for on-going replacement and upgrades for furniture and equipment, computers, copiers, printers and other equipment.



Memphis City Schools
2012 - 2013 Non-Federal Programs Fund 4
939 Lottery for Education Afterschool Program Charter Schools

	2010-11 Budget	2010-11 Actual	2011-12 Budget	2012-13 Budget
Beginning Balance	\$ -	\$ -	\$ (2)	\$ -
Total Fund Balance	\$ -	\$ -	\$ (2)	\$ -
Revenues				
Revenue from Local Sources	\$ -	\$ -	\$ -	\$ -
Revenue from State Funds	-	157,282	-	-
Revenue from Federal Funds	-	-	-	-
Total Revenues	\$ -	\$ 157,282	\$ -	\$ -
Expenses				
Obj Description				
100 Salaries	\$ -	\$ -	\$ -	\$ -
200 Employee Benefits	-	-	-	-
300 Professional Services	168,114	147,158	(2)	-
400 Property Maintenance Services	1,500	-	-	-
500 Contracted Services	350	18	-	-
600 Supplies and Materials	10,136	5,370	-	-
700 Travel	1,900	1,400	-	-
800 Furniture and Equipment	5,500	3,337	-	-
900 Other Objects	-	-	-	-
Total Expenses	\$ 187,500	\$ 157,283	\$ (2)	\$ -
Change In Encumbrance	-	(1)	-	-
Ending Balance	\$ (187,500)	\$ (2)	\$ -	\$ -

Memphis City Schools
2012 - 2013 Non-Federal Programs Fund 4
928 M² (MEMPHIS MATHEMATICS) ENRICHMENT COHORT PROGRAM

The goal of the M² (Memphis Mathematics) Enrichment Cohort Program was to enhance the achievement of up to 2,500 "proficient" and "advanced" mathematics students while they were still young enough to make educational choices that prepared them for post-secondary opportunities and careers in STEM fields (Science, Technology, Engineering and Mathematics). Participants of the 2009 M² Program received ongoing monthly sessions at four area middle schools as a cohort throughout their middle school and high school years. This continuum of services included special Saturday activities, week-long summer culminating activities at area postsecondary institutions, 11 and 12th grade internships, and postsecondary scholarship opportunities. Students were exposed to hands-on activities that encouraged them to think, reason, conjecture and share ideas in order to solve real-world problems. They created models, scale drawings, presentations and exhibitions that applied both concepts and skills in areas such as exponential growth/decay, deductive and inductive reasoning, graphic engineering, data and statistics, and actuarial mathematics. Professionals utilizing these skills and concepts were invited to share their career experiences in order to open students' minds and worlds to the endless possibilities of their futures.

This project added a new 6th grade cohort of students each year.

Revenue Sources: Memphis City Schools and AT&T Corporation

600 Supplies and Materials: Funds from the AT&T grant were utilized to purchase Texas Instrument TI-73 Graphing Calculators.



Memphis City Schools
2012 - 2013 Non-Federal Programs Fund 4
928 M2 Square Mathematic Enrichment Cohert

	2010-11 Budget	2010-11 Actual	2011-12 Budget	2012-13 Budget
Beginning Balance	\$ 613	\$ 613	\$ 613	\$ -
Total Fund Balance	\$ 613	\$ 613	\$ 613	\$ -
Revenues				
Revenue from Local Sources	\$ -	\$ -	\$ -	\$ -
Revenue from State Funds	-	-	-	-
Revenue from Federal Funds	-	-	-	-
Total Revenues	\$ -	\$ -	\$ -	\$ -
Expenses				
Obj Description				
100 Salaries	\$ -	\$ -	\$ -	\$ -
200 Employee Benefits	-	-	-	-
300 Professional Services	-	-	-	-
400 Property Maintenance Services	-	-	-	-
500 Contracted Services	-	-	-	-
600 Supplies and Materials	613	-	613	-
700 Travel	-	-	-	-
800 Furniture and Equipment	-	-	-	-
900 Other Objects	-	-	-	-
Total Expenses	\$ 613	\$ -	\$ 613	\$ -
Change In Encumbrance	-	-	-	-
Ending Balance	\$ -	\$ 613	\$ -	\$ -



**Memphis City Schools
2012 - 2013 Non-Federal Programs Fund 4
988 MCS AFTER SCHOOL SNACKS**

Nutritious snacks are provided by Memphis City Schools' Department of Nutritional Services on a charge-back basis. The Tennessee Department of Human Services (DHS) certifies the School Age Care (SAC) program for participation in the Child and Adult Care Food Program (CACFP). DHS requires each program to maintain documents for compliance with the CACFP. The cost of after-school snacks provided to students in the SAC program is reimbursed to the district from DHS. All charges and reimbursements for after school snacks are tracked in this project.

Revenue Source: Tennessee Department of Human Services (DHS)

- 300 Professional Services: Funds will be allocated to purchase after-school snacks from the Central Nutrition Center.
- 500 Contracted Services: Provides for telecommunication cost, printing, binding and postage.
- 600 Supplies and Materials: Provides general office supplies.
- 700 Travel: To provide travel to local, regional and national conferences.



Memphis City Schools
2012 - 2013 Non-Federal Programs Fund 4
988 MCS After School Snacks

	2010-11 Budget	2010-11 Actual	2011-12 Budget	2012-13 Budget
Beginning Balance	\$ 61,326	\$ 61,326	\$ 85,616	\$ 86,641
Total Fund Balance	\$ 61,326	\$ 61,326	\$ 85,616	\$ 86,641
Revenues				
Revenue from Local Sources	\$ -	\$ -	\$ -	\$ -
Revenue from State Funds	436,270	471,307	1,548,880	2,074,500
Revenue from Federal Funds	-	-	-	-
Total Revenues	\$ 436,270	\$ 471,307	\$ 1,548,880	\$ 2,074,500
Expenses				
Obj Description				
100 Salaries	\$ -	\$ -	\$ -	\$ 45,000
200 Employee Benefits	-	-	-	12,550
300 Professional Services	435,262	447,022	1,547,855	2,060,670
400 Property Maintenance Services	-	-	-	-
500 Contracted Services	-	-	-	12,921
600 Supplies and Materials	-	-	-	15,000
700 Travel	-	-	-	15,000
800 Furniture and Equipment	-	-	-	-
900 Other Objects	-	-	-	-
Total Expenses	\$ 435,262	\$ 447,022	\$ 1,547,855	\$ 2,161,141
Change In Encumbrance	-	5	-	-
Ending Balance	\$ 62,334	\$ 85,616	\$ 86,641	\$ -

Memphis City Schools
2012 - 2013 Non-Federal Programs Fund 4
900 MCS CONNECT MENTORING PROGRAM

CONNECT was a Memphis City Schools (MCS) school-based mentoring program that matched adult volunteers, one-on-one to students. The program's mission was to address and improve the academic and social needs of participating students to provide a lasting CONNECTION to lifelong survival and success. Initially, the students selected to participate in the program attended the district's five original "fresh start" schools, CONNECT. The goal was to: 1) add at least five new schools per year, 2) maintain matches as current CONNECT students transferred to other schools, and their mentors choose to follow them, and 3) retain all mentors and build a strong and larger volunteer mentor pool to serve the large number of new students added to the program.

Revenue Source: United Way

Note: No budgeted amount. This budget will be spent down by June 30, 2012

- 300 Purchased Services: Provided for instructional services for volunteers and school staff; entry fees for field trips; purchase of refreshments for summer/extra-curricula activities, workshops and mentor training
- 500 Contracted Services: Provided for transportation services for field trips, advertisement and recruitment, and printing of marketing materials
- 700 Travel: Provided local mileage reimbursement.



Memphis City Schools
2012 - 2013 Non-Federal Programs Fund 4
900 MCS Connect Mentoring Program

	2010-11 Budget	2010-11 Actual	2011-12 Budget	2012-13 Budget
Beginning Balance	\$ 1,524	\$ 1,524	\$ 1,066	\$ -
Total Fund Balance	\$ 1,524	\$ 1,524	\$ 1,066	\$ -
Revenues				
Revenue from Local Sources	\$ -	\$ -	\$ -	\$ -
Revenue from State Funds	-	-	-	-
Revenue from Federal Funds	-	-	-	-
Total Revenues	\$ -	\$ -	\$ -	\$ -
Expenses				
Obj Description				
100 Salaries	\$ -	\$ -	\$ -	\$ -
200 Employee Benefits	-	-	-	-
300 Professional Services	1,525	458	1,066	-
400 Property Maintenance Services	-	-	-	-
500 Contracted Services	-	-	-	-
600 Supplies and Materials	-	-	-	-
700 Travel	-	-	-	-
800 Furniture and Equipment	-	-	-	-
900 Other Objects	-	-	-	-
Total Expenses	\$ 1,525	\$ 458	\$ 1,066	\$ -
Change In Encumbrance	-	-	-	-
Ending Balance	\$ (1)	\$ 1,066	\$ -	\$ -

Memphis City Schools
2012 - 2013 Non-Federal Programs Fund 4
904 MCS LITERACY INITIATIVE PROGRAM

In 2009 the MCS school district received \$2,400,000 from the Memphis City Council to fund the Memphis Literacy Corps and the Memphis Summer Reading Clinic. The Literacy Corps, a tutoring initiative, provided individualized tutoring to overage for grade students in the third, fourth, and fifth grades. Students who completed the Corps, scored at or above proficiency levels on the 2009 TCAP, and were promoted were eligible to attend the Memphis Summer Reading Clinic. In this program, students' needs were extensively diagnosed and individual instruction at their reading level was provided over the course of five weeks. This initiative supported MCS Strategic Goal #1 – Student Achievement Alignment.

Revenue Source: Memphis City Council

- 300 Professional Services: Provided for tutoring services, screening, administrative costs, tutor training, professional development, and other needs for the instructional program
- 500 Contracted Services: Provided for student transportation and the printing of flyers, handouts, and instructional materials
- 600 Supplies and Materials: Provided funds for books, instructional resources and materials, and necessary classroom supplies



Memphis City Schools
2012 - 2013 Non-Federal Programs Fund 4
904 MCS Literacy Initiative Program

	2010-11 Budget	2010-11 Actual	2011-12 Budget	2012-13 Budget
Beginning Balance	\$ 26,249	\$ 26,249	\$ 18,994	\$ -
Total Fund Balance	\$ 26,249	\$ 26,249	\$ 18,994	\$ -
Revenues				
Revenue from Local Sources	\$ -	\$ -	\$ (1)	\$ -
Revenue from State Funds	-	-	-	-
Revenue from Federal Funds	-	-	-	-
Total Revenues	\$ -	\$ -	\$ (1)	\$ -
Expenses				
Obj Description				
100 Salaries	\$ -	\$ 7,124	\$ -	\$ -
200 Employee Benefits	-	133	-	-
300 Professional Services	-	-	-	-
400 Property Maintenance Services	-	-	-	-
500 Contracted Services	-	-	-	-
600 Supplies and Materials	10,249	-	18,993	-
700 Travel	-	-	-	-
800 Furniture and Equipment	-	-	-	-
900 Other Objects	-	-	-	-
Total Expenses	\$ 10,249	\$ 7,257	\$ 18,993	\$ -
Change In Encumbrance	-	2	-	-
Ending Balance	\$ 16,000	\$ 18,994	\$ -	\$ -



**MEMPHIS CITY SCHOOLS
2012 – 2013 NON-FEDERAL PROGRAMS FUND 4
873 MCS MENTAL HEALTH RECORDS**

Memphis City Schools Mental Health Center receives funds from the Tennessee Social Security Administration for administration handling costs of mailing confidential student records. The Social Security Administration sends standard documentation for release of mental health records and records are supplied within 30 workdays. The Mental Health Center is reimbursed \$20.00 per mailed record. These funds are used to support school projects in which Mental Health Center staffs participate.

Revenue Source: Tennessee Social Security Administration

- 300 Professional Services: Funds to be used to provide stipends for interns.
- 600 Supplies and Materials: Funds are used to provide project supplies and materials.
- 800 Furniture and Equipment: Funds to be used to provide computers for Mental Health personnel.



Memphis City Schools
2012 - 2013 Non-Federal Programs Fund 4
873 MCS Mental Health Records

	2010-11 Budget	2010-11 Actual	2011-12 Budget	2012-13 Budget
Beginning Balance	\$ 46,726	\$ 46,726	\$ 67,353	\$ 28,392
Total Fund Balance	\$ 46,726	\$ 46,726	\$ 67,353	\$ 28,392
Revenues				
Revenue from Local Sources	\$ -	\$ -	\$ -	\$ -
Revenue from State Funds	18,000	30,638	27,000	15,000
Revenue from Federal Funds	-	-	-	-
Total Revenues	\$ 18,000	\$ 30,638	\$ 27,000	\$ 15,000
Expenses				
Obj Description				
100 Salaries	\$ -	\$ -	\$ -	\$ -
200 Employee Benefits	-	-	-	-
300 Professional Services	17,500	12,432	42,000	30,000
400 Property Maintenance Services	-	-	-	-
500 Contracted Services	-	-	-	-
600 Supplies and Materials	2,226	6,496	23,961	13,392
700 Travel	-	-	-	-
800 Furniture and Equipment	-	-	-	-
900 Other Objects	-	-	-	-
Total Expenses	\$ 19,726	\$ 18,928	\$ 65,961	\$ 43,392
Change In Encumbrance	-	8,917	-	-
Ending Balance	\$ 45,000	\$ 67,353	\$ 28,392	\$ -

Memphis City Schools
2012 -2013 Non-Federal Programs Fund 4
933 MEASURES OF EFFECTIVE TEACHING (MET) RESEARCH STUDY – BMGF

Target Audience: Teachers identified for research project

The Measures of Effective Teaching project is a two-year national research project funded by the Bill and Melinda Gates Foundation (BMGF). The project is funded for up to 83 schools with up to 825 teachers. The parameters for participation were set by the BMGF. The project's goal is to help educators and policy makers identify and support good teaching by improving the quality of information available about teacher practice. The MET project will focus on developing a set of measures that provides complete information on how a teacher impacts student achievement and help to develop a fair and reliable measure of effective teaching. This work will support the work of the district's Teacher Effectiveness Initiative (TEI).

Revenue Source: Bill and Melinda Gates Foundation (BMGF).

- 300 Professional Services: Funds are requested for consulting fees to inform our work on teacher effectiveness.
- 400 Property Maintenance Services: Provides for the maintenance and repair of office machines.
- 500 Contracted Services: Funds for materials needed for marketing the project and recruitment of 825 teachers. Additionally, funds to publish reports and updates on project implementation to communicate with stakeholders.
- 600 Supplies and Materials: Standard materials and office supplies.
- 700 Travel: MCS anticipates participating in BMGF conferences; sending key staff to make project-related presentations at conferences and meetings
- 800 Furniture and Equipment: Provides computers for staff.



Memphis City Schools
2012 - 2013 Non-Federal Programs Fund 4
933 Met Research Study - BMGF

	2010-11 Budget	2010-11 Actual	2011-12 Budget	2012-13 Budget
Beginning Balance	\$ (136)	\$ (136)	\$ 112	\$ -
Total Fund Balance	\$ (136)	\$ (136)	\$ 112	\$ -
Revenues				
Revenue from Local Sources	\$ 470,196	\$ 295,632	\$ 199,628	\$ 199,628
Revenue from State Funds	-	-	-	-
Revenue from Federal Funds	-	-	-	-
Total Revenues	\$ 470,196	\$ 295,632	\$ 199,628	\$ 199,628
Expenses				
Obj Description				
100 Salaries	\$ 285,189	\$ 182,323	\$ 68,303	\$ 70,361
200 Employee Benefits	78,238	45,842	22,830	24,848
300 Professional Services	36,856	43,784	23,607	19,419
400 Property Maintenance Services	8,333	-	-	-
500 Contracted Services	18,680	4,735	37,500	37,500
600 Supplies and Materials	5,458	3,225	7,500	7,500
700 Travel	30,706	13,213	30,000	30,000
800 Furniture and Equipment	6,736	2,458	10,000	10,000
900 Other Objects	-	-	-	-
Total Expenses	\$ 470,196	\$ 295,580	\$ 199,740	\$ 199,628
Change In Encumbrance	-	196	-	-
Ending Balance	\$ (136)	\$ 112	\$ -	\$ -
Job Title				
Coor-Research & Eval	-	-	-	-
Research Analyst	-	-	-	1.00
Job Code Totals:	-	-	-	1.00

Memphis City Schools
2012 - 2013 Non-Federal Programs Fund 4
945 MIAA Dues and Fines

Project 945 is designed to account for concessions associated with Memphis Interscholastic Athletic Association (MIAA) sporting events. The revenue from concessions is used to support other costs associated with athletics. This revenue will be used to upgrade equipment at all MIAA stadiums. This account also includes revenue from Tower Lease project; established to collect revenues received from a Cellular Transmission Tower on Athletic Stadiums - District property. The funds are also to be used for the MIAA - all Rehab Centers and other related athletic needs of MIAA as well as collected revenue received from imposed fines or penalties for missed meetings by coaches and fines or forfeitures of games as well as membership dues. The 945 account covers the cost of Athletic Program In-services, Game-day Hospitality Coaches Clinics and Coaches Certifications.

Revenue Sources: Fines, Fees and Membership Dues

Note: The following projects will be transferred to 945 MIAA Dues & Fines at the close of FY 2012:

- 850 AAA Baseball
- 857 Parking
- 893 Tower Leases
- 909 MIAA Sponsorship

300 **PROFESSIONAL SERVICES:** All sports (33 high schools, 42 middle schools) where officials fees are sanctioned by the Tennessee Secondary School Athletic Association (TSSAA) Board of Control must pay an agent to assign officials and reimbursement for the officials that are assigned to the sports. These sports include football, basketball, volleyball, soccer, swimming and bowling. The assigning agent's fees are to be paid from this account as well as all other paid professional and technical service, training supplies i.e. tape, band-aids, pre wrap, alcohol, skin lubrication, swabs to treat injuries and accidents.

400 **PROPERTY MAINTENANCE SERVICES:** Provides scoreboard repairs for each clock at the beginning of the season and thereafter when needed. This account provides a \$2,500.00 rental fee for the use of the swimming lanes at the East Memphis YMCA. Rental fees are also needed for special events such as basketball jamboree and Cross Country and MIAA Tournaments/Events.

800 **PROPERTY:** Athletic equipment, including equipment to service the fields, is funded from this object. Examples of equipment need: hurdles, pads for high jump, vaults and other track equipment. This budget is designed to upgrade athletic equipment.



Memphis City Schools
2012 - 2013 Non-Federal Programs Fund 4
945 MIAA Dues And Fines

	2010-11 Budget	2010-11 Actual	2011-12 Budget	2012-13 Budget
Beginning Balance	\$ 61,853	\$ 61,853	\$ 309,679	\$ 153,000
Total Fund Balance	\$ 61,853	\$ 61,853	\$ 309,679	\$ 153,000
Revenues				
Revenue from Local Sources	\$ 21,570	\$ 324,165	\$ 303,531	\$ 237,417
Revenue from State Funds	-	-	-	-
Revenue from Federal Funds	-	-	-	-
Total Revenues	\$ 21,570	\$ 324,165	\$ 303,531	\$ 237,417
Expenses				
Obj Description				
100 Salaries	\$ 75,800	\$ 64,007	\$ 90,000	\$ 75,000
200 Employee Benefits	136	201	10,737	5,737
300 Professional Services	18,364	10,731	79,794	30,000
400 Property Maintenance Services	-	-	30,000	30,000
500 Contracted Services	180,000	187,003	189,602	189,603
600 Supplies and Materials	-	-	-	-
700 Travel	700	-	-	-
800 Furniture and Equipment	-	-	60,077	60,077
900 Other Objects	-	-	-	-
Total Expenses	\$ 275,000	\$ 261,942	\$ 460,210	\$ 390,417
Change In Encumbrance	-	185,603	-	-
Ending Balance	\$ (191,577)	\$ 309,679	\$ 153,000	\$ -



**Memphis City Schools
2012 - 2013 Non-Federal Programs Fund 4
909 MIAA SPONSORSHIP**

Memphis Interscholastic Athletic Association (MIAA) project received money First Tennessee Bank and Bellevue Baptist Church for upgrading stadiums and softball fields. The donations will be used to provide: laser and level the football field at all MIAA stadiums, fencing and dugouts for MIAA middle school baseball and softball programs.

Revenue Source: Donations

Note: Project will be transferred to 945 MIAA Dues & Fines at the close of FY 2012.

300 Professional Services: To purchase services to upgrade stadiums.



Memphis City Schools
2012 - 2013 Non-Federal Programs Fund 4
909 MIAA Sponsorship

	2010-11 Budget	2010-11 Actual	2011-12 Budget	2012-13 Budget
Beginning Balance	\$ 2,058	\$ 2,058	\$ 192	\$ -
Total Fund Balance	\$ 2,058	\$ 2,058	\$ 192	\$ -
Revenues				
Revenue from Local Sources	\$ -	\$ -	\$ -	\$ -
Revenue from State Funds	-	-	-	-
Revenue from Federal Funds	-	-	-	-
Total Revenues	\$ -	\$ -	\$ -	\$ -
Expenses				
Obj Description				
100 Salaries	\$ -	\$ -	\$ -	\$ -
200 Employee Benefits	-	-	-	-
300 Professional Services	2,058	1,865	-	-
400 Property Maintenance Services	-	-	-	-
500 Contracted Services	-	-	-	-
600 Supplies and Materials	-	-	192	-
700 Travel	-	-	-	-
800 Furniture and Equipment	-	-	-	-
900 Other Objects	-	-	-	-
Total Expenses	\$ 2,058	\$ 1,865	\$ 192	\$ -
Change In Encumbrance	-	(1)	-	-
Ending Balance	\$ -	\$ 192	\$ -	\$ -



**Memphis City Schools
2012 - 2013 Non-Federal Programs Fund 4
876 MICROSOFT CLASS ACTION SETTLEMENT**

The Tennessee Department of Education used the LEA, a local education agency within the State of Tennessee, for the purpose of receiving reimbursement for eligible purchases of software and technology services, funded by the redemption of Microsoft vouchers by the State.

Revenue Source: Tennessee Department of Education

- 300 Professional Services: Reimbursement for on-site technical support and consulting on current and new technology for software solutions.
- 800 Furniture and Equipment: Cover cost of purchased software.



Memphis City Schools
2012 - 2013 Non-Federal Programs Fund 4
876 Microsoft Class Action Settlement

	2010-11 Budget	2010-11 Actual	2011-12 Budget	2012-13 Budget
Beginning Balance	\$ 774,020	\$ 774,020	\$ 717,306	\$ 150,000
Total Fund Balance	\$ 774,020	\$ 774,020	\$ 717,306	\$ 150,000
Revenues				
Revenue from Local Sources	\$ -	\$ -	\$ -	\$ -
Revenue from State Funds	-	-	-	-
Revenue from Federal Funds	-	-	-	-
Total Revenues	\$ -	\$ -	\$ -	\$ -
Expenses				
Obj Description				
100 Salaries	\$ -	\$ -	\$ -	\$ -
200 Employee Benefits	-	-	-	-
300 Professional Services	16,726	(8,070)	150,000	150,000
400 Property Maintenance Services	-	-	-	-
500 Contracted Services	-	-	-	-
600 Supplies and Materials	-	-	-	-
700 Travel	-	-	-	-
800 Furniture and Equipment	57,295	55,839	417,306	-
900 Other Objects	-	-	-	-
Total Expenses	\$ 74,021	\$ 47,769	\$ 567,306	\$ 150,000
Change In Encumbrance	-	(8,945)	-	-
Ending Balance	\$ 699,999	\$ 717,306	\$ 150,000	\$ -



**Memphis City Schools
2012 - 2013 Non-Federal Programs Fund 4
916 MICROSOFT GENERAL PURPOSE SETTLEMENT**

The Tennessee Department of Education used the LEA, a local education agency within the State of Tennessee, for the purpose of reimbursement for eligible purchases of software and technology services, funded by the redemption of Microsoft vouchers by the State.

Revenue Source: Tennessee Department of Education

300 Professional Services: Reimbursement for on-site technical support and consulting on current and new technology for software solutions.



Memphis City Schools
2012 - 2013 Non-Federal Programs Fund 4
916 Microsoft General Purpose Settlement

	2010-11 Budget	2010-11 Actual	2011-12 Budget	2012-13 Budget
Beginning Balance	\$ 956,714	\$ 956,714	\$ 900,382	\$ -
Total Fund Balance	\$ 956,714	\$ 956,714	\$ 900,382	\$ -
Revenues				
Revenue from Local Sources	\$ -	\$ -	\$ -	\$ -
Revenue from State Funds	-	-	-	-
Revenue from Federal Funds	-	-	-	-
Total Revenues	\$ -	\$ -	\$ -	\$ -
Expenses				
Obj Description				
100 Salaries	\$ -	\$ -	\$ -	\$ -
200 Employee Benefits	-	-	-	-
300 Professional Services	118,831	118,831	900,382	-
400 Property Maintenance Services	-	-	-	-
500 Contracted Services	-	-	-	-
600 Supplies and Materials	-	-	-	-
700 Travel	-	-	-	-
800 Furniture and Equipment	-	-	-	-
900 Other Objects	-	-	-	-
Total Expenses	\$ 118,831	\$ 118,831	\$ 900,382	\$ -
Change In Encumbrance	-	62,499	-	-
Ending Balance	\$ 837,883	\$ 900,382	\$ -	\$ -

**MEMPHIS CITY SCHOOLS
2012 – 2013 NON-FEDERAL PROGRAMS FUND 4
934 NATIONAL SCIENCE FOUNDATION UOM GRANT**

Memphis City Schools, strongly supports the University of Memphis' proposal to the Robert Noyce Teacher Scholarship Program. Through the NSF Teaching Fellowship track, we anticipate acquiring and retaining 20 excellent teacher leaders in mathematics and science to strengthen our instruction in grades 7-12. The Noyce Program will aid us in increasing our graduation rate as well as the number of graduates seeking post-secondary education in STEM areas.

Revenue Sources: University of Memphis

- 100 Salaries: Funds to be used to provide staff's salaries.
- 200 Employee Benefits: Funds to be used to provide staff's fringe benefits.
- 300 Professional Services: Funds will be allocated to support stipends for the grant project and data liaisons and for professional development support.



Memphis City Schools
2012 - 2013 Non-Federal Programs Fund 4
934 National Science Foundation U of M Grant

	2010-11 Budget	2010-11 Actual	2011-12 Budget	2012-13 Budget
Beginning Balance	\$ -	\$ -	\$ (1)	\$ -
Total Fund Balance	\$ -	\$ -	\$ (1)	\$ -
Revenues				
Revenue from Local Sources	\$ -	\$ 68,685	\$ 179,616	\$ 80,396
Revenue from State Funds	-	-	-	-
Revenue from Federal Funds	-	-	-	-
Total Revenues	\$ -	\$ 68,685	\$ 179,616	\$ 80,396
Expenses				
Obj Description				
100 Salaries	\$ 65,100	\$ 50,585	\$ 158,057	\$ 57,739
200 Employee Benefits	22,800	17,298	21,558	22,657
300 Professional Services	-	-	-	-
400 Property Maintenance Services	-	-	-	-
500 Contracted Services	-	803	-	-
600 Supplies and Materials	-	-	-	-
700 Travel	-	-	-	-
800 Furniture and Equipment	-	-	-	-
900 Other Objects	-	-	-	-
Total Expenses	\$ 87,900	\$ 68,686	\$ 179,615	\$ 80,396
Change In Encumbrance	-	-	-	-
Ending Balance	\$ (87,900)	\$ (1)	\$ -	\$ -
Job Title				
Classroom Teacher-Secondary	1.00	-	1.00	1.00
Job Code Totals:	1.00	-	1.00	1.00

Memphis City Schools
2012 - 2013 Non-Federal Programs Fund 4
938 NCCEP GEAR UP PLANNING GRANT

TARGET AUDIENCE: Eleventh grade student cohort of Carver, Hamilton, Fairley and Raleigh Egypt High Schools.

The NCCEP/GEAR UP Continuous evaluation planning grant was used to write a proposal to implement and study the effectiveness of a targeted intervention called BRIDGE English, a collaboration between Memphis City Schools and University of Memphis. The intended outcome was to improve ACT test scores from the English and Reading subtests for the target group, which was meet or exceed the benchmarks established by ACT, Inc. as a predictor for college readiness. By utilizing this intervention, Memphis City Schools intended to provide services to support GEAR UP cohorts in high school in their readiness to enter college without the need for remedial coursework by engaging a subset of the GEAR UP cohort with emphasis on rigorous and concentrated English/Reading/Writing instruction and support.

Revenue Source: U.S. Department of Education-Research Triangle Institute

- 300 Professional Services: Funds were used for professional development, workshops, seminars and training to support program services as described in the grant proposal.

- 500 Contracted Services: Funds were used for services provided by external evaluator, and University of Memphis staff in the planning and design of the program. Funds are also used for student transportation to and from meetings and sessions at the University of Memphis and GEAR UP School Sites.

- 600 Supplies and Materials: Funds were used to cover the cost of any printing, supplies and materials needed to support the work of the planning for the implementation proposal

- 700 Travel: Funds were used to provide out-of-town travel for GEAR UP advisory team and evaluator to attend national meetings and observation visits.

- 900 Other Objects: Funds were used for district indirect cost



Memphis City Schools
2012 - 2013 Non-Federal Programs Fund 4
938 NCCEP Gear Up Planning Grant

	2010-11 Budget	2010-11 Actual	2011-12 Budget	2012-13 Budget
Beginning Balance	\$ -	\$ -	\$ 7,743	\$ -
Total Fund Balance	\$ -	\$ -	\$ 7,743	\$ -
Revenues				
Revenue from Local Sources	\$ -	\$ 24,000	\$ -	\$ -
Revenue from State Funds	-	-	-	-
Revenue from Federal Funds	-	-	-	-
Total Revenues	\$ -	\$ 24,000	\$ -	\$ -
Expenses				
Obj Description				
100 Salaries	\$ 2,000	\$ 109	\$ -	\$ -
200 Employee Benefits	615	298	-	-
300 Professional Services	13,357	13,364	6,000	-
400 Property Maintenance Services	-	-	-	-
500 Contracted Services	-	-	-	-
600 Supplies and Materials	2,250	141	-	-
700 Travel	4,000	2,345	1,743	-
800 Furniture and Equipment	-	-	-	-
900 Other Objects	1,778	-	-	-
Total Expenses	\$ 24,000	\$ 16,257	\$ 7,743	\$ -
Change In Encumbrance	-	-	-	-
Ending Balance	<u>\$ (24,000)</u>	<u>\$ 7,743</u>	<u>\$ -</u>	<u>\$ -</u>



**MEMPHIS CITY SCHOOLS
2012 – 2013 NON-FEDERAL PROGRAMS FUND 4
869 KIDS FOR KIDS RACE**

TARGET AUDIENCE: Kindergarten – 12th Grade Students

The project was designed to support the MCS libraries and originated with students interested in updating various library collections. Funds were generated through an annual 5K run in which runners collect donations. Receiving schools were selected based upon individual site needs.

Revenue Source: Donations

600 Supplies and Materials: Covered the cost of books to update selected site library materials.



Memphis City Schools
2012 - 2013 Non-Federal Programs Fund 4
869 Kids for Kids Race

	2010-11 Budget	2010-11 Actual	2011-12 Budget	2012-13 Budget
Beginning Balance	\$ 9	\$ 9	\$ -	\$ -
Total Fund Balance	\$ 9	\$ 9	\$ -	\$ -
Revenues				
Revenue from Local Sources	\$ -	\$ -	\$ -	\$ -
Revenue from State Funds	-	-	-	-
Revenue from Federal Funds	-	-	-	-
Total Revenues	\$ -	\$ -	\$ -	\$ -
Expenses				
Obj Description				
100 Salaries	\$ -	\$ -	\$ -	\$ -
200 Employee Benefits	-	-	-	-
300 Professional Services	-	-	-	-
400 Property Maintenance Services	-	-	-	-
500 Contracted Services	-	-	-	-
600 Supplies and Materials	39	-	-	-
700 Travel	-	-	-	-
800 Furniture and Equipment	-	-	-	-
900 Other Objects	-	-	-	-
Total Expenses	\$ 39	\$ -	\$ -	\$ -
Change In Encumbrance	-	(9)	-	-
Ending Balance	\$ (30)	\$ -	\$ -	\$ -



**Memphis City Schools
2012 - 2013 Non-Federal Programs Fund 4
974 PACE OUTREACH**

Memphis City Schools Division of Parent and Community Engagement (PACE) received donations for the purpose of increasing parental and community involvement in public education. PACE planed to utilize the funds for parent and community incentives.

Revenue Source: Wal Mart

300 Professional Services: To cover the expenses to offer tangible items such as small appreciation plaques, t-shirts or other items to promote community and parental involvement.



Memphis City Schools
2012 - 2013 Non-Federal Programs Fund 4
974 PACE Outreach

	2010-11 Budget	2010-11 Actual	2011-12 Budget	2012-13 Budget
Beginning Balance	\$ -	\$ -	\$ 1,336	\$ -
Total Fund Balance	\$ -	\$ -	\$ 1,336	\$ -
Revenues				
Revenue from Local Sources	\$ -	\$ 1,500	\$ -	\$ -
Revenue from State Funds	-	-	-	-
Revenue from Federal Funds	-	-	-	-
Total Revenues	\$ -	\$ 1,500	\$ -	\$ -
Expenses				
Obj Description				
100 Salaries	\$ -	\$ -	\$ -	\$ -
200 Employee Benefits	-	-	-	-
300 Professional Services	1,480	164	1,336	-
400 Property Maintenance Services	-	-	-	-
500 Contracted Services	-	-	-	-
600 Supplies and Materials	-	-	-	-
700 Travel	-	-	-	-
800 Furniture and Equipment	-	-	-	-
900 Other Objects	-	-	-	-
Total Expenses	\$ 1,480	\$ 164	\$ 1,336	\$ -
Change In Encumbrance	-	-	-	-
Ending Balance	\$ (1,480)	\$ 1,336	\$ -	\$ -



**Memphis City Schools
2012 - 2013 Non-Federal Programs Fund 4
857 PARKING**

This project accounted for revenue received from parking permitted at the administration building for special events at the Mid-South Fair and Liberty Bowl. The revenue was used to offset MCS special events.

Revenue Source: Parking Fees

Note: Project was transferred to 945 MIAA Dues & Fines at the close of FY 2012.

300 Professional Services: Security personnel.

500 Contracted Services: Provided for additional temporary security personnel.



Memphis City Schools
2012 - 2013 Non-Federal Programs Fund 4
857 Parking

	2010-11 Budget	2010-11 Actual	2011-12 Budget	2012-13 Budget
Beginning Balance	\$ -	\$ -	\$ 8,544	\$ -
Total Fund Balance	\$ -	\$ -	\$ 8,544	\$ -
Revenues				
Revenue from Local Sources	\$ -	\$ 16,515	\$ -	\$ -
Revenue from State Funds	-	-	-	-
Revenue from Federal Funds	-	-	-	-
Total Revenues	\$ -	\$ 16,515	\$ -	\$ -
Expenses				
Obj Description				
100 Salaries	\$ 5,295	\$ 5,294	\$ 4,273	\$ -
200 Employee Benefits	980	921	-	-
300 Professional Services	1,840	1,355	4,271	-
400 Property Maintenance Services	-	-	-	-
500 Contracted Services	400	400	-	-
600 Supplies and Materials	-	-	-	-
700 Travel	-	-	-	-
800 Furniture and Equipment	-	-	-	-
900 Other Objects	-	-	-	-
Total Expenses	\$ 8,515	\$ 7,970	\$ 8,544	\$ -
Change In Encumbrance	-	(1)	-	-
Ending Balance	<u>\$ (8,515)</u>	<u>\$ 8,544</u>	<u>\$ -</u>	<u>\$ -</u>



**Memphis City Schools
2012 - 2013 Non-Federal Programs Fund 4
973 PRINTING ABATEMENT**

Printing Abatement provided secure, confidential and economical printing for the Memphis City School District administrative offices as well as schools and other support divisions. Printing Services has state of the art digital monochrome and full color printers, as well as a full offset print shop for larger volumes of printing. Full finishing and bindery services; variable data printing; bulk mail services such as letter insertion, envelope addressing and sorting; wide-format printing and banners; as well as graphic design through our partnership with Graphic Services. We also consulted with departments, divisions and schools to develop the most economical alternatives for their communication needs. Printing Services assisted with the development of professional bid specifications for outsourced services and materials procurement.

Revenue Source: Memphis City Schools

500 Contracted Services: Provided for the equity transfer of surplus funds to the general operating fund to accommodate printing needs of the district.



Memphis City Schools
2012 - 2013 Non-Federal Programs Fund 4
973 Printing Abatement

	2010-11 Budget	2010-11 Actual	2011-12 Budget	2012-13 Budget
Beginning Balance	\$ 933,954	\$ 933,954	\$ 908,259	\$ -
Total Fund Balance	\$ 933,954	\$ 933,954	\$ 908,259	\$ -
Revenues				
Revenue from Local Sources	\$ -	\$ -	\$ -	\$ -
Revenue from State Funds	-	-	-	-
Revenue from Federal Funds	-	-	-	-
Total Revenues	\$ -	\$ -	\$ -	\$ -
Expenses				
Obj Description				
100 Salaries	\$ -	\$ -	\$ -	\$ -
200 Employee Benefits	-	-	-	-
300 Professional Services	-	-	-	-
400 Property Maintenance Services	-	-	-	-
500 Contracted Services	933,954	25,695	908,259	-
600 Supplies and Materials	-	-	-	-
700 Travel	-	-	-	-
800 Furniture and Equipment	-	-	-	-
900 Other Objects	-	-	-	-
Total Expenses	\$ 933,954	\$ 25,695	\$ 908,259	\$ -
Change In Encumbrance	-	-	-	-
Ending Balance	\$ -	\$ 908,259	\$ -	\$ -

Memphis City Schools
2012 - 2013 Non-Federal Programs Fund 4
814 PRINTING SERVICES

Printing Services provided secure, confidential and economical printing for the Memphis City School District administrative offices as well as schools and other support divisions. Printing Services used state of the art digital monochrome and full color printers, as well as a full offset print shop for larger volumes of printing. Full finishing and bindery services; variable data printing; bulk mail services such as letter insertion, envelope addressing and sorting; wide-format printing and banners; as well as graphic design through our partnership with Graphic Services. We also consulted with departments, divisions and schools to develop the most economical alternatives for their communication needs. Printing Services assists with the development of professional bid specifications for outsourced services and materials procurement.

Revenue Source: Memphis City Schools

Note: At the close of FY 2010 this project was transferred to an Internal Service Fund.

- 300 Professional Services: Provided for temporary staffing, Instructional services, professional and staff development and business management resources.

- 400 Property Maintenance Services: Provided for repairs and maintenance, uniform rental, repair parts.

- 500 Contracted Services: Provides for the printing needs of the department, cell phone charges, and equipment transfer charges.

- 600 Supplies and Materials: Provided for the purchase of paper, ink, plates, film and other supplies necessary to print and finish jobs, as well as office supplies for administration.

- 700 Travel: Travel for attendance to Printing seminars; in-town travel for customer pick up and delivery.

- 800 Furniture and Equipment: Provided for replacement/upgrading of computers, copiers, and other equipment and furnishings.

- 900 Other Objects: Provided for professional membership fees and professional publications



Memphis City Schools
2012 - 2013 Non-Federal Programs Fund 4
814 Printing Services

	2010-11 Budget	2010-11 Actual	2011-12 Budget	2012-13 Budget
Beginning Balance	\$ 1,087,367	\$ 1,087,367	\$ 1,108,666	\$ -
Total Fund Balance	\$ 1,087,367	\$ 1,087,367	\$ 1,108,666	\$ -
Revenues				
Revenue from Local Sources	\$ 1,200,000	\$ -	\$ -	\$ -
Revenue from State Funds	-	-	-	-
Revenue from Federal Funds	-	-	-	-
Total Revenues	\$ 1,200,000	\$ -	\$ -	\$ -
Expenses				
Obj Description				
100 Salaries	\$ 338,116	\$ -	\$ -	\$ -
200 Employee Benefits	97,103	-	-	-
300 Professional Services	4,000	1,793	-	-
400 Property Maintenance Services	182,320	112,590	-	-
500 Contracted Services	268,000	1,937	-	-
600 Supplies and Materials	223,000	16,220	-	-
700 Travel	-	20	-	-
800 Furniture and Equipment	5,000	356	1,108,666	-
900 Other Objects	-	-	-	-
Total Expenses	\$ 1,117,539	\$ 132,916	\$ 1,108,666	\$ -
Change In Encumbrance	-	(111,617)	-	-
Ending Balance	\$ 1,169,828	\$ 1,108,666	\$ -	\$ -

Memphis City Schools
2012 - 2013 Non-Federal Programs Fund 4
809 RESEARCH, EVALUATION AND ASSESSMENT

This fund supports research and evaluation staff and resources for the evaluation of special projects. The evaluation services performed are primarily for grant-funded programs such as Extended Day (21st Century Community Learning Centers/Lottery Education After-School Programs), the Library Grant, the Mentoring Grant, Memphis Science Partners, GEAR UP, and others. These grants have funding earmarked for the services performed, and these monies are placed in this account. The funds are used for the salary of one Research Assistant and one Data info specialist. This budget also provides some funding for evaluation resources (e.g. supplies, materials, and equipment) and temporary staff.

Revenue Source(s): Title I

- 300 Professional Services: Provides funding to acquire the services of professional consultants, graduate students, and others to assist in extracting data used to develop research reports, and other special projects.

- 400 Property Maintenance Services: Provides for the maintenance and repair of office machines.

- 600 Supplies and Materials: Provides funding for evaluation resources (e.g. supplies, materials and books).

- 700 Travel: Travel cost for attending required conferences.

- 800 Furniture and Equipment: Provides funding for the acquisition of equipment needed to complete the evaluation of special projects.



Memphis City Schools
2012 - 2013 Non-Federal Programs Fund 4
809 Research, Evaluation and Assessment

	2010-11 Budget	2010-11 Actual	2011-12 Budget	2012-13 Budget
Beginning Balance	\$ 306,810	\$ 306,810	\$ 231,125	\$ 18,413
Total Fund Balance	\$ 306,810	\$ 306,810	\$ 231,125	\$ 18,413
Revenues				
Revenue from Local Sources	\$ 87,750	\$ 113,907	\$ 95,500	\$ 124,189
Revenue from State Funds	-	-	-	-
Revenue from Federal Funds	-	-	-	-
Total Revenues	\$ 87,750	\$ 113,907	\$ 95,500	\$ 124,189
Expenses				
Obj Description				
100 Salaries	\$ 152,969	\$ 150,664	\$ 153,238	\$ 109,072
200 Employee Benefits	42,281	38,735	39,932	33,530
300 Professional Services	15	15	98,042	-
400 Property Maintenance Services	-	-	3,000	-
500 Contracted Services	-	-	-	-
600 Supplies and Materials	-	-	4,000	-
700 Travel	500	179	6,000	-
800 Furniture and Equipment	4,000	-	4,000	-
900 Other Objects	-	-	-	-
Total Expenses	\$ 199,765	\$ 189,593	\$ 308,212	\$ 142,602
Change In Encumbrance	-	1	-	-
Ending Balance	\$ 194,795	\$ 231,125	\$ 18,413	\$ -
Job Title				
Data Info Specialist	1.00	-	1.00	1.00
Research Assistant	1.00	-	1.00	1.00
Job Code Totals:	2.00	-	2.00	2.00

**Memphis City Schools
2012 - 2013 Non-Federal Programs Fund 4
936 RTI GEAR UP**

TARGET AUDIENCE: Randomized eleventh grade GEAR UP cohort students of Carver, Hamilton, Fairley and Raleigh Egypt High Schools.

Memphis City Schools/Bridge Language Project was an intensive writing intervention that was implemented to a subset of students who participate as the GEAR UP eleventh grade cohort by engaging the randomized subset with intensive English Composition intervention utilizing a specialized method of instructional delivery. This program provided college-level writing instruction by college writing instructors to high schools students who have been predicted, based on PLAN tests, to score below the benchmark ACT score required for college-level coursework.

Revenue Source: U.S. Department of Education-Research Triangle Institute

300 Professional Services: Funds were used for services provided by external evaluator, and University of Memphis instructors, professors, graduate assistants, a university supervisor and professional scorers.

600 Supplies and Materials: Funds were used to cover the cost of any printing, materials and books to be used by the select cohort

900 Other Objects: Funds were used for district indirect-cost



Memphis City Schools
2012 - 2013 Non-Federal Programs Fund 4
936 RTI GEAR UP

	2010-11 Budget	2010-11 Actual	2011-12 Budget	2012-13 Budget
Beginning Balance	\$ -	\$ -	\$ 2,735	\$ -
Total Fund Balance	\$ -	\$ -	\$ 2,735	\$ -
Revenues				
Revenue from Local Sources	\$ -	\$ 72,723	\$ 30,000	\$ -
Revenue from State Funds	-	-	-	-
Revenue from Federal Funds	-	-	-	-
Total Revenues	\$ -	\$ 72,723	\$ 30,000	\$ -
Expenses				
Obj Description				
100 Salaries	\$ 600	\$ 586	\$ -	\$ -
200 Employee Benefits	150	106	-	-
300 Professional Services	82,800	70,019	27,277	-
400 Property Maintenance Services	-	-	-	-
500 Contracted Services	450	450	-	-
600 Supplies and Materials	8,000	1,811	-	-
700 Travel	-	-	5,458	-
800 Furniture and Equipment	-	-	-	-
900 Other Objects	8,000	-	-	-
Total Expenses	\$ 100,000	\$ 72,972	\$ 32,735	\$ -
Change In Encumbrance	-	2,984	-	-
Ending Balance	<u>\$ (100,000)</u>	<u>\$ 2,735</u>	<u>\$ -</u>	<u>\$ -</u>

Memphis City Schools
2012 - 2013 Non-Federal Programs Fund 4
855 SCHOOL AGE CHILD CARE

School Age Child Care (SACC) serves as a support service to Memphis City Schools' students, parents, and surrounding communities. SACC is an extension of the regular school day where emphasis is placed on learning through fun, stimulating activities and developmentally appropriate practices are employed by highly qualified teachers and trained professional site staff. SACC seeks to provide well-structured and supervised programs that act as safe havens for school age children, while providing warm, secure environments that encourage parental involvement and meet the cognitive, physical, social and emotional needs of children from various socio-economic backgrounds. This budget will also support administrative costs and support staff, state-mandated professional development, supplies, materials, equipment and mandatory travel for the SACC office.

Revenue Sources: DHS and local after school care programs

- 300 Professional Services: Provides professional services for instructional, technological, and staff development needs for after-school programs.

- 400 Property Maintenance Service: These funds are allocated for rental space as needed for Professional Development.

- 500 Contracted Services: Funds will be allocated for printing training certificates, evaluations, and supplemental instructional materials and for postage of periodic communications for parents/guardians, flyers/notices to the community.

- 600 Supplies and Materials: Provides general office supplies to operate.

- 700 Travel: Funds will be allocated to attend required annual conferences as well as required regional meetings. Additionally funds will also be provided for professional development meetings for the implementation of various instructional programs purchased for the programs as well as for required in-service meetings for administrators and program managers.

- 800 Furniture and Equipment: Provides for on-going replacement and upgrades for furniture and equipment, computers, copiers, printers and other equipment.

- 900 Other Objects: Dues and Fees for publications or miscellaneous services needed for program.



Memphis City Schools
2012 - 2013 Non-Federal Programs Fund 4
855 School Age Child Care

	2010-11 Budget	2010-11 Actual	2011-12 Budget	2012-13 Budget
Beginning Balance	\$ 53,705	\$ 53,705	\$ 73,741	\$ 50,000
Total Fund Balance	\$ 53,705	\$ 53,705	\$ 73,741	\$ 50,000
Revenues				
Revenue from Local Sources	\$ 214,200	\$ 274,422	\$ 436,273	\$ 367,801
Revenue from State Funds	30,600	-	-	-
Revenue from Federal Funds	-	-	-	-
Total Revenues	\$ 244,800	\$ 274,422	\$ 436,273	\$ 367,801
Expenses				
Obj Description				
100 Salaries	\$ 167,620	\$ 177,665	\$ 329,802	\$ 276,041
200 Employee Benefits	52,196	49,187	103,129	101,561
300 Professional Services	12,100	13,927	9,084	10,699
400 Property Maintenance Services	4,000	-	4,000	-
500 Contracted Services	718	345	3,000	-
600 Supplies and Materials	8,500	4,172	6,000	10,000
700 Travel	3,520	3,409	4,000	13,000
800 Furniture and Equipment	-	-	500	6,500
900 Other Objects	-	-	500	-
Total Expenses	\$ 248,654	\$ 248,705	\$ 460,014	\$ 417,801
Change In Encumbrance	-	(5,681)	-	-
Ending Balance	\$ 49,851	\$ 73,741	\$ 50,000	\$ -
Job Title				
ACCOUNTANT-STAFF	-	-	-	1.00
ADMINISTRATIVE SECRETARY III	1.00	-	1.00	0.85
COORD-SCHOOL AGE CHILD CARE	1.00	-	1.00	0.70
FINANCIAL ANALYST	1.00	-	1.00	-
RECEPTIONIST	1.00	-	1.00	0.70
RECORDS CLERK I	-	-	-	1.00
SCHOOL AGE CHILD CARE ADMIN.	1.00	-	1.00	1.00
Job Code Totals:	5.00	-	5.00	5.25



**Memphis City Schools
2012 - 2013 Non-Federal Programs Fund 4
870 SCHOOL HEALTH CLINIC**

Memphis City Schools received \$100,000 from CIGNA Insurance for two years each to fund one (1) coordinator level position to manage the four school based health clinics in the district. All students within the district are able to get health screenings and have access to medical treatment that warrants attention. This initiative supports MCS Strategic Goal #7 – Healthy Youth Development.

Revenue Source: CIGNA Insurance



Memphis City Schools
2012 - 2013 Non-Federal Programs Fund 4
870 School Health Clinics

	2010-11 Budget	2010-11 Actual	2011-12 Budget	2012-13 Budget
Beginning Balance	\$ -	\$ -	\$ 11,614	\$ -
Total Fund Balance	\$ -	\$ -	\$ 11,614	\$ -
Revenues				
Revenue from Local Sources	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000
Revenue from State Funds	-	-	-	-
Revenue from Federal Funds	-	-	-	-
Total Revenues	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000
Expenses				
Obj Description				
100 Salaries	\$ 80,470	\$ 71,813	\$ 78,370	\$ 78,370
200 Employee Benefits	19,530	16,573	33,244	21,630
300 Professional Services	-	-	-	-
400 Property Maintenance Services	-	-	-	-
500 Contracted Services	-	-	-	-
600 Supplies and Materials	-	-	-	-
700 Travel	-	-	-	-
800 Furniture and Equipment	-	-	-	-
900 Other Objects	-	-	-	-
Total Expenses	\$ 100,000	\$ 88,386	\$ 111,614	\$ 100,000
Change In Encumbrance	-	-	-	-
Ending Balance	\$ -	\$ 11,614	\$ -	\$ -
Job Title				
COORDINATOR I - ADMINISTRATIVE SUPPORT	-	-	-	0.87
COORDINATOR II - ADMINISTRATIVE SUPPORT	1.00	-	1.00	-
Job Code Totals:	1.00	-	1.00	0.87

Memphis City Schools
2012 - 2013 Non-Federal Programs Fund 4
813 SCHOOL SERVICES

The School Services project (Money Due Board Account) is used as a line of credit to the MCS schools. The schools reimburse Memphis City Schools by money received from fundraisers and/or donations for supplies, equipments, and after school daycare expenses. Salaries and benefits are for after school daycare employees.

Revenue Source: Schools

- 300 Professional Services: Funds used for outside services of personnel, not on MCS's payroll. These services provides entertainment, technical and academic training for after school care and extracurricular school activities.

- 400 Property Maintenance Services: Service maintenance for school vans.

- 500 Contracted Services: Funds cover printing, postage, other communication and telephone for SAC programs and PTSA. The funds also cover the cost of installation of cable need for all communication services.

- 600 Supplies and Materials: Funds cover the purchase of instructional software for newly installed computer technology in the schools and after school program. It also covers library book grants (Laura Bush).

- 700 Travel: Travel funds include out-of town and state conference for SAC and awards participation by band and other school activities.

- 800 Furniture and Equipment: SAC and PTSA purchase computers and computer equipments as assessment tools to assist students in specified areas.

- 900 Other Objects: Assessment for membership in T.S.S.A.A.



Memphis City Schools
2012 - 2013 Non-Federal Programs Fund 4
813 School Services

	2010-11 Budget	2010-11 Actual	2011-12 Budget	2012-13 Budget
Beginning Balance	\$ (9,511)	\$ (9,511)	\$ (9,472)	\$ -
Total Fund Balance	\$ (9,511)	\$ (9,511)	\$ (9,472)	\$ -
Revenues				
Revenue from Local Sources	\$ 3,025,668	\$ 910,895	\$ 2,374,143	\$ 2,364,673
Revenue from State Funds	-	-	-	-
Revenue from Federal Funds	-	-	-	-
Total Revenues	\$ 3,025,668	\$ 910,895	\$ 2,374,143	\$ 2,364,673
Expenses				
Obj Description				
100 Salaries	\$ 229,918	\$ 153,163	\$ 1,005,400	\$ 1,005,400
200 Employee Benefits	25,341	21,600	83,273	83,273
300 Professional Services	420,650	381,488	142,998	143,000
400 Property Maintenance Services	99,100	22,535	485,000	485,000
500 Contracted Services	15,100	7,315	7,500	7,500
600 Supplies and Materials	188,009	105,504	300,200	300,200
700 Travel	7,250	3,434	3,500	3,500
800 Furniture and Equipment	329,500	138,905	335,000	335,000
900 Other Objects	10,800	9,825	1,800	1,800
Total Expenses	\$ 1,325,668	\$ 843,769	\$ 2,364,671	\$ 2,364,673
Change In Encumbrance	-	(67,087)	-	-
Ending Balance	\$ 1,690,489	\$ (9,472)	\$ -	\$ -
Job Title				
ADMINISTRATIVE SECRETARY III	-	-	-	-
CHILD CARE COORDINATOR (76+)	1.00	-	1.00	-
EDUCATIONAL ASSISTANT	1.00	-	1.00	-
EDUCATIONAL ASSISTANT - 4 HOUR	1.00	-	1.00	-
EDUCATIONAL ASST - ELEMENTARY	2.00	-	2.00	-
INSTRUCTIONAL FACILITATOR	-	-	-	-
PRINCIPAL-SENIOR HIGH	-	-	-	-
PROF SCH COUNSELOR-SEC	1.00	-	1.00	-
SCHOOL SECRETARY-SR HIGH SCH	2.00	-	2.00	-
Job Code Totals:	8.00	-	8.00	-



Memphis City Schools
2012 - 2013 Non-Federal Programs Fund 4
901 SECURITY ANCILLARY SERVICES

Memphis City Schools provides security services for school sponsored events. Schools make a request for MCS Officers to work these events, and they are billed for the security services provided, money received from the schools are deposited to this fund as revenue. Funds collected as a result of fingerprint/background checks are also deposited into this account and invoiced as payment to the Cogent Company.

- 100 Salaries: Funds to be used as reimbursement of overtime salaries for MCS Officers requested to work school events.
- 200 Benefits: Funds to be used as reimbursement for benefits on the overtime salaries for MCS Officers requested to work school events.
- 300 Professional Services: Funds to be used as reimbursement for fingerprint/background checks invoiced by L-1 Identity Solutions for Bus Drivers, Volunteers, Vendors and Tutors.



Memphis City Schools
2012 - 2013 Non-Federal Programs Fund 4
901 Security Ancillary Services

	2010-11 Budget	2010-11 Actual	2011-12 Budget	2012-13 Budget
Beginning Balance	\$ 11,251	\$ 11,251	\$ 1	\$ -
Total Fund Balance	\$ 11,251	\$ 11,251	\$ 1	\$ -
Revenues				
Revenue from Local Sources	\$ 50,570	\$ 107,366	\$ 247,999	\$ 180,282
Revenue from State Funds	-	-	-	-
Revenue from Federal Funds	-	-	-	-
Total Revenues	\$ 50,570	\$ 107,366	\$ 247,999	\$ 180,282
Expenses				
Obj Description				
100 Salaries	\$ 90,668	\$ 83,692	\$ 75,000	\$ 75,000
200 Employee Benefits	16,600	16,790	13,000	13,000
300 Professional Services	87,952	48,679	160,000	92,282
400 Property Maintenance Services	-	-	-	-
500 Contracted Services	-	-	-	-
600 Supplies and Materials	-	-	-	-
700 Travel	-	-	-	-
800 Furniture and Equipment	-	-	-	-
900 Other Objects	-	-	-	-
Total Expenses	\$ 195,220	\$ 149,161	\$ 248,000	\$ 180,282
Change In Encumbrance	-	30,545	-	-
Ending Balance	\$ (133,399)	\$ 1	\$ -	\$ -

**MEMPHIS CITY SCHOOLS
2012 – 2013 NON-FEDERAL PROGRAMS FUND 4
932 SHELBY COUNTY HEADSTART PROGRAM**

TARGET AUDIENCE: Four-year-old children, who were most at-risk, residing in the geographical area of Memphis City Schools

The function of this program was to provide high quality early education that would promote the cognitive, social, emotional, and physical development of young children by providing classrooms and services that would maximize school readiness and empower children/families to become successful lifelong learners and productive citizens. The program served approximately 3500 children. Major goals of the program include:

- Small classes and low child-staff ratios, one adult for every 10 children
- Research-based curricula and instruction aligned to TN Early Learning Developmental Standards
- Well-trained teachers and ongoing staff supervision and training
- Substantial outreach to parents through training sessions, group meetings, and classroom participation
- High-quality educational opportunities provided through collaborative services with Shelby County Headstart, Memphis City Schools and other community partners

Revenue Source: Shelby County Government

- 300 Professional Services: This provided for staff development workshops, seminars, and training to support implementation of the curriculum framework and Department of Education licensing standards. Funds are also used for program monitoring.
- 400 Property Maintenance Services: Covered expenditures for leasing and renting land and building for both temporary and long range use of the LEA.
- 500 Contracted Services: Covered the cost for tuition paid to educational agencies for the purpose of teacher certification.
- 600 Supplies and Materials: Covered the cost of educational materials and supplies, which students and staff need in the individual classrooms which include art, manipulatives, gross motor, dramatic play, and other educational materials required for the curricula.
- 800 Furniture and Equipment: Provided for the cost of playground equipment, furniture, and computers.



Memphis City Schools
2012 - 2013 Non-Federal Programs Fund 4
932 Shelby County Head Start Program

	2010-11 Budget	2010-11 Actual	2011-12 Budget	2012-13 Budget
Beginning Balance	\$ (4,024)	\$ (4,024)	\$ (18,027)	\$ -
Total Fund Balance	\$ (4,024)	\$ (4,024)	\$ (18,027)	\$ -
Revenues				
Revenue from Local Sources	\$ 1,200,000	\$ 962,321	\$ 618,024	\$ -
Revenue from State Funds	-	-	-	-
Revenue from Federal Funds	-	-	-	-
Total Revenues	\$ 1,200,000	\$ 962,321	\$ 618,024	\$ -
Expenses				
Obj Description				
100 Salaries	\$ 419,046	\$ 410,282	\$ 100,000	\$ -
200 Employee Benefits	136,049	109,614	7,650	-
300 Professional Services	224,467	122,602	258,350	-
400 Property Maintenance Services	-	-	9,997	-
500 Contracted Services	53,000	42,342	25,000	-
600 Supplies and Materials	135,000	112,954	147,000	-
700 Travel	-	-	22,000	-
800 Furniture and Equipment	232,438	186,067	30,000	-
900 Other Objects	-	-	-	-
Total Expenses	\$ 1,200,000	\$ 983,861	\$ 599,997	\$ -
Change In Encumbrance	-	7,537	-	-
Ending Balance	\$ (4,024)	\$ (18,027)	\$ -	\$ -

Memphis City Schools
2012 - 2013 Non-Federal Programs Fund 4
892 SHELBY METRO BASKETBALL CLINIC – 2009

TARGET AUDIENCE: The project provided basketball skills training along with counseling and motivational speakers to boys and girls from primarily low and moderate-income households.

Provided a motivating atmosphere to learn the fundamental of basketball to develop teamwork, discipline, self-esteem and good work ethics. Team and individual competition was highly emphasized under the direct supervision of qualified coaches. This project funding covered part-time salaries and benefits for the program Director, Assistant Director and Counselors. The project objectives were:

1. Provide high quality instruction I the basic fundamentals of basketball for all youth.
2. Enhance the physical, emotional, and social environment of participants.
3. Develop, through wholesome competition for youth; respect, self-control, and sense of loyalty.
4. Serve as a vehicle for referring youth to other available and accessible community resources.

Revenue Source: City of Memphis

300 Professional Services: Costs associated with contracted vendors for insurance coverage for participants, food served to participants during camp hours, technical services, camp t-shirts, trophies, copiers, printing, photo's and payments to part-time counselors.

500 Contracted Services: Advertisement to attract students to program.

600 Supplies and Materials: Funds used to provide office supplies and materials for students enrolled in the programs at all sites.



Memphis City Schools
2012 - 2013 Non-Federal Programs Fund 4
892 Shelby Metro Basketball 2009

	2010-11 Budget	2010-11 Actual	2011-12 Budget	2012-13 Budget
Beginning Balance	\$ -	\$ -	\$ -	\$ -
Total Fund Balance	\$ -	\$ -	\$ -	\$ -
Revenues				
Revenue from Local Sources	\$ -	\$ -	\$ -	\$ -
Revenue from State Funds	-	-	-	-
Revenue from Federal Funds	-	-	-	-
Total Revenues	\$ -	\$ -	\$ -	\$ -
Expenses				
Obj Description				
100 Salaries	\$ -	\$ -	\$ -	\$ -
200 Employee Benefits	-	-	-	-
300 Professional Services	-	15,380	-	-
400 Property Maintenance Services	-	-	-	-
500 Contracted Services	-	-	-	-
600 Supplies and Materials	-	-	-	-
700 Travel	-	-	-	-
800 Furniture and Equipment	-	-	-	-
900 Other Objects	-	-	-	-
Total Expenses	\$ -	\$ 15,380	\$ -	\$ -
Change In Encumbrance	-	(15,380)	-	-
Ending Balance	\$ -	\$ -	\$ -	\$ -

Memphis City Schools
2012 - 2013 Non-Federal Programs Fund 4
896 SHELBY METRO BASKETBALL CLINIC – 2011

TARGET AUDIENCE: The project provided basketball skills training along with counseling and motivational speakers to boys and girls from primarily low and moderate-income households.

This program provided a motivating atmosphere to learn the fundamentals of basketball and to develop teamwork, discipline, self-esteem and good work ethics. Team and individual competition was highly emphasized under the direct supervision of qualified coaches. This project funding covered part-time salaries and benefits for the program Director, Assistant Director and Counselors. The project objectives were:

1. Provide high quality instruction I the basic fundamentals of basketball for all youth.
2. Enhance the physical, emotional, and social environment of participants.
3. Develop, through wholesome competition for youth; respect, self-control, and sense of loyalty.
4. Serve as a vehicle for referring youth to other available and accessible community resources.

Revenue Source: City of Memphis

300 Professional Services: Costs associated with contracted vendors for insurance coverage for participants, food served to participants during camp hours, technical services, camp t-shirts, trophies, copiers, printing, photo's and payments to part-time counselors.

500 Contracted Services: Advertisement to attract students to program.

600 Supplies and Materials: Funds were used to provide office supplies and materials for students enrolled in the programs at all sites.



Memphis City Schools
2012 - 2013 Non-Federal Programs Fund 4
896 Shelby Metro Basketball Clinic - 2011

	2010-11 Budget	2010-11 Actual	2011-12 Budget	2012-13 Budget
Beginning Balance	\$ -	\$ -	\$ (12,216)	\$ -
Total Fund Balance	\$ -	\$ -	\$ (12,216)	\$ -
Revenues				
Revenue from Local Sources	\$ 200,000	\$ 169,581	\$ 12,216	\$ -
Revenue from State Funds	-	-	-	-
Revenue from Federal Funds	-	-	-	-
Total Revenues	\$ 200,000	\$ 169,581	\$ 12,216	\$ -
Expenses				
Obj Description				
100 Salaries	\$ 69,000	\$ 92,377	\$ -	\$ -
200 Employee Benefits	20,000	12,928	-	-
300 Professional Services	91,000	27,050	-	-
400 Property Maintenance Services	-	-	-	-
500 Contracted Services	12,000	7,425	-	-
600 Supplies and Materials	8,000	42,017	-	-
700 Travel	-	-	-	-
800 Furniture and Equipment	-	-	-	-
900 Other Objects	-	-	-	-
Total Expenses	\$ 200,000	\$ 181,797	\$ -	\$ -
Change In Encumbrance	-	-	-	-
Ending Balance	\$ -	\$ (12,216)	\$ -	\$ -

Memphis City Schools
2012 - 2013 Non-Federal Programs Fund 4
855 SCHOOL AGE CHILD CARE

School Age Child Care (SACC) serves as a support service to Memphis City Schools' students, parents, and surrounding communities. SACC is an extension of the regular school day where emphasis is placed on learning through fun, stimulating activities and developmentally appropriate practices are employed by highly qualified teachers and trained professional site staff. SACC seeks to provide well-structured and supervised programs that act as safe havens for school age children, while providing warm, secure environments that encourage parental involvement and meet the cognitive, physical, social and emotional needs of children from various socio-economic backgrounds. This budget will also support administrative costs and support staff, state-mandated professional development, supplies, materials, equipment and mandatory travel for the SACC office.

Revenue Sources: DHS and local after school care programs

- 300 Professional Services: Provides professional services for instructional, technological, and staff development needs for after-school programs.

- 400 Property Maintenance Service: These funds are allocated for rental space as needed for Professional Development.

- 500 Contracted Services: Funds will be allocated for printing training certificates, evaluations, and supplemental instructional materials and for postage of periodic communications for parents/guardians, flyers/notices to the community.

- 600 Supplies and Materials: Provides general office supplies to operate.

- 700 Travel: Funds will be allocated to attend required annual conferences as well as required regional meetings. Additionally funds will also be provided for professional development meetings for the implementation of various instructional programs purchased for the programs as well as for required in-service meetings for administrators and program managers.

- 800 Furniture and Equipment: Provides for on-going replacement and upgrades for furniture and equipment, computers, copiers, printers and other equipment.

- 900 Other Objects: Dues and Fees for publications or miscellaneous services needed for program.



Memphis City Schools
2012 - 2013 Non-Federal Programs Fund 4
885 State Farm Driver Safety Grant

	2010-11 Budget	2010-11 Actual	2011-12 Budget	2012-13 Budget
Beginning Balance	\$ 29,535	\$ 29,535	\$ 1	\$ -
Total Fund Balance	\$ 29,535	\$ 29,535	\$ 1	\$ -
Revenues				
Revenue from Local Sources	\$ -	\$ -	\$ -	\$ -
Revenue from State Funds	-	-	-	-
Revenue from Federal Funds	-	-	-	-
Total Revenues	\$ -	\$ -	\$ -	\$ -
Expenses				
Obj Description				
100 Salaries	\$ -	\$ -	\$ -	\$ -
200 Employee Benefits	-	-	-	-
300 Professional Services	665	(295)	1	-
400 Property Maintenance Services	-	-	-	-
500 Contracted Services	-	-	-	-
600 Supplies and Materials	-	(1,768)	-	-
700 Travel	28,295	28,295	-	-
800 Furniture and Equipment	615	419	-	-
900 Other Objects	-	-	-	-
Total Expenses	\$ 29,575	\$ 26,651	\$ 1	\$ -
Change In Encumbrance	-	(2,883)	-	-
Ending Balance	\$ (40)	\$ 1	\$ -	\$ -



**Memphis City Schools
2012 - 2013 Non-Federal Programs Fund 4
887 STUDENT ID**

The Student ID initiative was designed to support a safe learning environment, the context of teaching and learning, and to execute the delivery of student services such as textbooks, library books, school lunches, transportation and student activities.

Revenue Source: Students

600 Supplies and Materials: Provided funds to purchase supplies from vendors such as ID card stock, printing supplies and neck lanyards.



Memphis City Schools
2012 - 2013 Non-Federal Programs Fund 4
887 Student ID

	2010-11 Budget	2010-11 Actual	2011-12 Budget	2012-13 Budget
Beginning Balance	\$ -	\$ -	\$ 1,668	\$ -
Total Fund Balance	\$ -	\$ -	\$ 1,668	\$ -
Revenues				
Revenue from Local Sources	\$ -	\$ 22,408	\$ 19,332	\$ -
Revenue from State Funds	-	-	-	-
Revenue from Federal Funds	-	-	-	-
Total Revenues	\$ -	\$ 22,408	\$ 19,332	\$ -
Expenses				
Obj Description				
100 Salaries	\$ -	\$ -	\$ -	\$ -
200 Employee Benefits	-	-	-	-
300 Professional Services	-	-	-	-
400 Property Maintenance Services	-	-	-	-
500 Contracted Services	-	-	-	-
600 Supplies and Materials	20,765	20,744	21,000	-
700 Travel	-	-	-	-
800 Furniture and Equipment	-	-	-	-
900 Other Objects	-	-	-	-
Total Expenses	\$ 20,765	\$ 20,744	\$ 21,000	\$ -
Change In Encumbrance	-	4	-	-
Ending Balance	<u>\$ (20,765)</u>	<u>\$ 1,668</u>	<u>\$ -</u>	<u>\$ -</u>



**Memphis City Schools
2012 - 2013 Non-Federal Programs Fund 4
880 STUDENTS TICKET SUBSIDY**

The Student Ticket Subsidy was a program funded by the Tennessee General Assembly and administered through the Tennessee Arts Commission. The program existed to provide ticket subsidy funds to public schools for arts and cultural experiences to encourage schools to expose Tennessee students to a broad variety of cultural experiences, arts disciplines and artist. The maximum award was \$3,000.00 per fiscal year for each school.

Revenue Source: Tennessee Arts Commission

300 Professional Services: Provided to purchase tickets and performances for students.



Memphis City Schools
2012 - 2013 Non-Federal Programs Fund 4
880 Student Ticket Subsidy

	2010-11 Budget	2010-11 Actual	2011-12 Budget	2012-13 Budget
Beginning Balance	\$ -	\$ -	\$ -	\$ -
Total Fund Balance	\$ -	\$ -	\$ -	\$ -
Revenues				
Revenue from Local Sources	\$ -	\$ -	\$ -	\$ -
Revenue from State Funds	-	-	106,870	-
Revenue from Federal Funds	-	-	-	-
Total Revenues	\$ -	\$ -	\$ 106,870	\$ -
Expenses				
Obj Description				
100 Salaries	\$ -	\$ -	\$ -	\$ -
200 Employee Benefits	-	-	-	-
300 Professional Services	-	-	106,870	-
400 Property Maintenance Services	-	-	-	-
500 Contracted Services	-	-	-	-
600 Supplies and Materials	-	-	-	-
700 Travel	-	-	-	-
800 Furniture and Equipment	-	-	-	-
900 Other Objects	-	-	-	-
Total Expenses	\$ -	\$ -	\$ 106,870	\$ -
Change In Encumbrance	-	-	-	-
Ending Balance	\$ -	\$ -	\$ -	\$ -

**MEMPHIS CITY SCHOOLS
2012 – 2013 NON-FEDERAL FUND 4
935 TEACHER EFFECTIVENESS INITIATIVE**

Target Audience: Teachers

The Memphis City Schools Teacher Effectiveness Initiative (TEI) will deepen and accelerate our existing aggressive reform agenda. It will provide the additional fuel necessary to drive dramatically improved student achievement. While many poor and minority youth achieve at the very highest academic levels, the achievement gap-and its impact-is real. This gap (currently narrowing much too slowly) must be closed. Of course, this achievement gap is a matter of access and experience-not ability. We envision every child being taught by an effective teacher every day, every year. With such access to high quality learning experiences, our students' lives will be changed, and our city will be transformed.

Revenue Source: Bill and Melinda Gates Foundation (BMGF).

- 300 Professional Services: Funds for Teacher Nex, Teaching Fellows Program, Teach for America, Memphis Teacher Residency (MTR), Teacher Assistance Project, and various other business consultants.

- 500 Contracted Services: Funds for materials needed for marketing the project and recruitment of teachers are requested. Additionally, funds to publish reports and updates on project implementation to communicate with stakeholders are requested.

- 600 Supplies and Materials: Standard materials and office supplies for the Office of TTE.

- 700 Travel: Provide key staff with funds to attend project-related conferences and meetings.

- 800 Furniture and Equipment: Provides funding for the acquisition of equipment needed to complete the evaluation of special projects.



Memphis City Schools
2012 - 2013 Non-Federal Programs Fund 4
935 Teacher Effectiveness Initiative

	2010-11 Budget	2010-11 Actual	2011-12 Budget	2012-13 Budget
Beginning Balance	\$ (2,035,248)	\$ (2,035,248)	\$ (492,688)	\$ -
Total Fund Balance	\$ (2,035,248)	\$ (2,035,248)	\$ (492,688)	\$ -
Revenues				
Revenue from Local Sources	\$ 17,289,164	\$ 9,541,497	\$ 25,360,812	\$ 19,288,723
Revenue from State Funds	-	-	-	-
Revenue from Federal Funds	-	-	-	-
Total Revenues	\$ 17,289,164	\$ 9,541,497	\$ 25,360,812	\$ 19,288,723
Expenses				
Obj Description				
100 Salaries	\$ 2,549,409	\$ 1,197,557	\$ 2,293,422	\$ 2,519,585
200 Employee Benefits	662,270	278,221	535,642	472,430
300 Professional Services	16,786,658	7,712,015	21,549,240	15,761,962
400 Property Maintenance Services	-	-	11,000	-
500 Contracted Services	124,000	83,205	120,000	95,000
600 Supplies and Materials	479,265	144,478	172,837	288,837
700 Travel	51,000	43,770	66,500	107,000
800 Furniture and Equipment	101,264	33,477	119,483	43,909
900 Other Objects	-	-	-	-
Total Expenses	\$ 20,753,866	\$ 9,492,723	\$ 24,868,124	\$ 19,288,723
Change In Encumbrance	-	1,493,786	-	-
Ending Balance	\$ (5,499,950)	\$ (492,688)	\$ -	\$ -
Job Title				
COMMUNICATIONS MANAGER	1.00	-	1.00	-
COMPENSATION ADVISOR - SENIOR	-	-	-	1.00
COORDINATOR I - ADMINISTRATIVE SUPPORT	-	-	-	4.00
COORDINATOR II - ADMINISTRATIVE SUPPORT	4.00	-	4.00	2.00
COORDINATOR II - INSTRUCTIONAL SUPPORT	1.00	-	1.00	1.00
COORDINATOR-BUDGET	1.00	-	1.00	1.00
DATA INFO SPECIALIST	1.00	-	1.00	-
DIRECTOR I - INSTRUCTIONAL SUPPORT	0.17	-	0.17	1.00
EXEC DIR INSTRUCTIONAL SUPPORT	1.00	-	1.00	1.00
EXECUTIVE ASSISTANT	2.00	-	2.00	2.00
LABOR RELATIONS ADMINISTRATOR	-	-	-	2.00
RESEARCH ANALYST	5.00	-	5.00	5.00
RESEARCH ASSISTANT	1.00	-	1.00	-
SPECIAL PROJECT COORDINATOR I	1.00	-	1.00	2.00
SPECIAL PROJECT COORDINATOR II	5.00	-	5.00	4.00
Job Code Totals:	23.17	-	23.17	26.00



**Memphis City Schools
2012 - 2013 Non-Federal Programs Fund 4
971 TECH CREW PROGRAM**

Memphis City Schools Tech Crew program was designed to expand technical support in the schools and provide exposure to secondary & adult education students to 21st century skills. Program empowered students in today's information society while preparing them for leading edge technology support. The Tech Crew program services provided materials for students. (i.e. apparel, tools, etc).

Revenue Sources: Microsoft Corporation and Donations

600 Supplies and Materials: Funds were used for student materials needed to perform technical support. The expected life of the materials was one year or more.



Memphis City Schools
2012 - 2013 Non-Federal Programs Fund 4
971 Tech Crew Program

	2010-11 Budget	2010-11 Actual	2011-12 Budget	2012-13 Budget
Beginning Balance	\$ 2,000	\$ 2,000	\$ 2,000	\$ -
Total Fund Balance	\$ 2,000	\$ 2,000	\$ 2,000	\$ -
Revenues				
Revenue from Local Sources	\$ -	\$ -	\$ -	\$ -
Revenue from State Funds	-	-	-	-
Revenue from Federal Funds	-	-	-	-
Total Revenues	\$ -	\$ -	\$ -	\$ -
Expenses				
Obj Description				
100 Salaries	\$ -	\$ -	\$ -	\$ -
200 Employee Benefits	-	-	-	-
300 Professional Services	-	-	-	-
400 Property Maintenance Services	-	-	-	-
500 Contracted Services	-	-	-	-
600 Supplies and Materials	2,000	-	2,000	-
700 Travel	-	-	-	-
800 Furniture and Equipment	-	-	-	-
900 Other Objects	-	-	-	-
Total Expenses	\$ 2,000	\$ -	\$ 2,000	\$ -
Change In Encumbrance	-	-	-	-
Ending Balance	\$ -	\$ 2,000	\$ -	\$ -

Memphis City Schools
2012 – 2013 Non-Federal Programs Fund 4
884 Telecommunications Center -UBS

The Telecommunications Center Underwriting & Broadcast Services (TTC-UBS) budget was funded through underwriting and broadcast services. The funds were used to provide a state of the art technological environment for the educational training of students enrolled in TV and Radio at the Telecommunications Center; as well as to assist in recruiting potential students to the Electronic Media Program. Additionally, funds were used to maintain the visibility and credibility of WQOX 88.5 FM Radio and C19 TV station brands throughout the District to stakeholders, to the overall community and underwriting clients. Deposits were credited to this account as underwriting and broadcasting revenue was generated. Expenditures from this account are not to exceed the budget balance at any time.

Revenue Source: Underwriting and Broadcast Production Services

- 300 Professional Services: Staff development and training for administrators, instructors and students.

- 400 Property Maintenance Service: These funds were allocated for rental space as needed for Professional Development.

- 500 Contracted Services: Funds were allocated for printing materials.

- 600 Supplies and Materials: General office supplies required to operate the program.

- 700 Travel: Funds were used to support staff attendance in various activities. Funds also supported in-town travel to and among schools.

- 800 Furniture and Equipment: Equipment necessary to create and distribute project activities.



Memphis City Schools
2012 - 2013 Non-Federal Programs Fund 4
884 Telecommunications Center - UBS

	2010-11 Budget	2010-11 Actual	2011-12 Budget	2012-13 Budget
Beginning Balance	\$ -	\$ -	\$ -	\$ -
Total Fund Balance	\$ -	\$ -	\$ -	\$ -
Revenues				
Revenue from Local Sources	\$ -	\$ -	\$ 83,938	\$ -
Revenue from State Funds	-	-	-	-
Revenue from Federal Funds	-	-	-	-
Total Revenues	\$ -	\$ -	\$ 83,938	\$ -
Expenses				
Obj Description				
100 Salaries	\$ -	\$ -	\$ -	\$ -
200 Employee Benefits	-	-	-	-
300 Professional Services	-	-	5,500	-
400 Property Maintenance Services	-	-	5,000	-
500 Contracted Services	-	-	3,000	-
600 Supplies and Materials	-	-	45,438	-
700 Travel	-	-	2,000	-
800 Furniture and Equipment	-	-	23,000	-
900 Other Objects	-	-	-	-
Total Expenses	\$ -	\$ -	\$ 83,938	\$ -
Change In Encumbrance	-	-	-	-
Ending Balance	\$ -	\$ -	\$ -	\$ -

**Memphis City Schools
2012 - 2013 Non-Federal Programs Fund 4
893 TOWER LEASES**

The Tower Lease project was established to collect revenues received from a Cellular Transmission Tower on Athletic Stadium - District property. The funds were used for the new MIAA "Project Designs" – First Responder Program, Tri-State Track and Field and Mid South Tennis Tournament i.e. students – tee shirts, coaches clinics, CPR classes, etc., that were handed down by the District.

Revenue Source: Cellular Transmission Company

Note: Project will be transferred to 945 MIAA Dues & Fines at the close of FY 2012.

300 Professional services: Purchased Services.

400 Property Maintenance Services: Provided scoreboard repairs for each clock at the beginning of the season and thereafter when needed. This account provided a \$1,500.00 rental fee for the use of the swimming lanes at the East Memphis YMCA. Rental fees were also needed for special events such as basketball jamboree and tournaments.

600 Supplies and Materials: Provided supplies to maintain stadiums.



Memphis City Schools
2012 - 2013 Non-Federal Programs Fund 4
893 Tower Leases

	2010-11 Budget	2010-11 Actual	2011-12 Budget	2012-13 Budget
Beginning Balance	\$ 132,440	\$ 132,440	\$ 152,161	\$ -
Total Fund Balance	\$ 132,440	\$ 132,440	\$ 152,161	\$ -
Revenues				
Revenue from Local Sources	\$ 14,000	\$ 25,920	\$ -	\$ -
Revenue from State Funds	-	-	-	-
Revenue from Federal Funds	-	-	-	-
Total Revenues	\$ 14,000	\$ 25,920	\$ -	\$ -
Expenses				
Obj Description				
100 Salaries	\$ -	\$ -	\$ -	\$ -
200 Employee Benefits	-	-	-	-
300 Professional Services	-	-	-	-
400 Property Maintenance Services	6,439	-	-	-
500 Contracted Services	-	-	-	-
600 Supplies and Materials	-	-	-	-
700 Travel	-	-	-	-
800 Furniture and Equipment	-	6,200	152,161	-
900 Other Objects	-	-	-	-
Total Expenses	\$ 6,439	\$ 6,200	\$ 152,161	\$ -
Change In Encumbrance	-	1	-	-
Ending Balance	\$ 140,001	\$ 152,161	\$ -	\$ -

Memphis City Schools
2012 - 2013 Non-Federal Programs Fund 4
910 TOYOTA FAMILY LITERACY PROGRAM

The Toyota Family Literacy Program (TFLP) project provided for the expansion of family literacy services to families at three locations. TFLP integrated activities in four essential components: (Adult Education/ESL; Parenting Education; Children's Education and Interactive Literacy for Parents and Children) to provide a holistic approach to support a family to become self sufficient.

Specific Goals were to:

- Increase the academic achievement of students ages 5-12 and their parents
- Assist schools to focus on the parent as a learner
- Embed family literacy in elementary schools
- Expand and strengthen family literacy in federal law

Expected Outcomes include:

- Improvement of children's overall achievement, as measured by standardized tests
- Improvement in success in reading and math skills; communication with teachers and parents; motivation and attitudes toward school, homework, and teachers; behavior; attendance; and self concept
- Parents will be more involved in their children's education by increasing support to the school
- Parents will achieve education goals, such as Achievement in English-language acquisition, problem solving, etc.

The project was implemented in three elementary schools Kindergarten-Grade 3: Berclair, Egypt and South Park.

Revenue Source: National Center for Family Literacy from the Toyota Foundation

- 300 Professional Services: Provided funding for Childcare; Evaluation PD/Training; Refreshments; Field Trips; Security, etc.
- 400 Property Maintenance: Copier Maintenance Agreements, and equipment rental
- 500 Contracted Services: Printing services for parental communications.
- 600 Supplies and Materials: Provided funding for books, test forms, Software, Parent and child materials
- 700 Travel: In-town Travel reimbursement for employees using personal vehicles for project and Out-of-town for PD activities.
- 800 Furniture & Equipment: Included laptop and desktop computers; printers copiers, storage cabinets and furniture to support



Memphis City Schools
2012 - 2013 Non-Federal Programs Fund 4
910 Toyota Family Literacy Program

	2010-11 Budget	2010-11 Actual	2011-12 Budget	2012-13 Budget
Beginning Balance	\$ 63,833	\$ 63,833	\$ 74,179	\$ -
Total Fund Balance	\$ 63,833	\$ 63,833	\$ 74,179	\$ -
Revenues				
Revenue from Local Sources	\$ 50,000	\$ 68,300	\$ -	\$ -
Revenue from State Funds	-	-	-	-
Revenue from Federal Funds	-	-	-	-
Total Revenues	\$ 50,000	\$ 68,300	\$ -	\$ -
Expenses				
Obj Description				
100 Salaries	\$ 16,400	\$ 12,395	\$ 16,400	\$ -
200 Employee Benefits	3,150	1,916	3,155	-
300 Professional Services	24,631	11,140	27,124	-
400 Property Maintenance Services	600	382	-	-
500 Contracted Services	2,400	899	2,500	-
600 Supplies and Materials	15,915	8,902	20,000	-
700 Travel	15,454	15,449	5,000	-
800 Furniture and Equipment	-	-	-	-
900 Other Objects	-	-	-	-
Total Expenses	\$ 78,550	\$ 51,083	\$ 74,179	\$ -
Change In Encumbrance	-	(6,871)	-	-
Ending Balance	\$ 35,283	\$ 74,179	\$ -	\$ -



**Memphis City Schools
2012 - 2013 Non-Federal Programs Fund 4
975 TVA-EnerNOC Demand Response**

This program is an incentive program offered by the Tennessee Valley Authority in which we agree to voluntarily reduce our demand for power when called upon. The incentive payments received are based on the electrical load shed during an event and dispersed quarterly. The money received for participation in the program will fund energy efficiency projects such as controls for lighting and HVAC systems, and the installation of higher efficiency mechanical equipment. These projects will contribute toward reduced utility cost and help guard against future rate increases.

Revenue Source: Tennessee Valley Authority

300 Professional Services: Provides professional services for instructional, technological, and staff development needs for after-school programs.

600 Supplies and Materials: Provides supplies and materials necessary for daily operations.



Memphis City Schools
2012 - 2013 Non-Federal Programs Fund 4
975 TVA Enernoc Demand Response Program

	2010-11 Budget	2010-11 Actual	2011-12 Budget	2012-13 Budget
Beginning Balance	\$ -	\$ -	\$ 121,708	\$ -
Total Fund Balance	\$ -	\$ -	\$ 121,708	\$ -
Revenues				
Revenue from Local Sources	\$ -	\$ 150,776	\$ 125,000	\$ 125,000
Revenue from State Funds	-	-	-	-
Revenue from Federal Funds	-	-	-	-
Total Revenues	\$ -	\$ 150,776	\$ 125,000	\$ 125,000
Expenses				
Obj Description				
100 Salaries	\$ -	\$ -	\$ -	\$ -
200 Employee Benefits	-	-	-	-
300 Professional Services	30,275	28,820	80,402	50,000
400 Property Maintenance Services	-	-	-	-
500 Contracted Services	-	-	-	-
600 Supplies and Materials	1,000	945	166,306	75,000
700 Travel	-	-	-	-
800 Furniture and Equipment	-	-	-	-
900 Other Objects	-	-	-	-
Total Expenses	\$ 31,275	\$ 29,765	\$ 246,708	\$ 125,000
Change In Encumbrance	-	697	-	-
Ending Balance	<u>\$ (31,275)</u>	<u>\$ 121,708</u>	<u>\$ -</u>	<u>\$ -</u>

**Memphis City School
2012 – 2013 Non-Federal Programs Fund 4
918 URBAN EDUCATION CENTER**

The Memphis City Schools Urban Education Center takes a comprehensive approach to improving the quality of education for students by developing a cadre of schools leaders committed to eliminating the achievement gap. The UEC has three major programs developed and aligned to meet the needs of urban schools. Those programs are: The Executive Leadership Program, The Forum for Innovative Leadership Inspiring Commitment to Education, and Summer Institutes.

- I. The **Executive Leadership Program (ELP)** is designed to address the critical need for quality leaders in urban schools. The University of Memphis, Christian Brothers and LeMoyne-Owen College are partners in this unique endeavor. The strong connection to higher education institutions provides ELP residents an opportunity to earn a certification in urban education, along with additional CEU or college credit. The ELP is aligned with Tennessee Instructional Leadership Standards (TILS) and the Interstate School Leaders Licensure Consortium (ISLLC). The ELP utilizes a teaching hospital concept. The Learning model provides a recursive process for problem analysis, knowledge application, diagnosis, strategy development, treatment and outcome analysis. Facilitators guide the cohort during the program, lead instruction and conduct site visits to monitor progress. This relationship is ongoing through the Planning Summer. Each candidate is assigned a mentor (building-level principal) who guides their development beginning with the School Residency experience and continuing through the first three years of leadership.
- II. The **Forum for Innovative Leadership Inspiring Commitment to Education** hosted by The Urban Education Center Advisory Board and Memphis City Schools features outstanding leaders and innovators in education and educational policy. Attendees have an opportunity to collaborate and network with colleagues, researchers, practitioners and policy makers on effective instructional practices, building positive school climates and leadership strategies. This conference is designated for school, post secondary, district leaders, and business operations staff and those charged with developing effective urban schools.
- II. The Urban Education Center **Summers Institutes** is the solution to the challenge of securing highly-qualified, well-trained professionals prepared to aggressively lead school improvement and student achievement. This challenge is germane to all urban school districts. Summer Institutes are designed to provide participants with exposure to thought leaders in education, expert educational practitioners and innovative problem solvers who will help them extend their knowledge into practice. Participants will develop a heightened awareness of critical instructional improvement initiatives and unique leadership challenges inherent in building and sustaining a high-functioning educational environment.

Revenue Source: Sponsorship Contributions

- 300 Professional Services: Fees for services provided by various national professional development experts; also reimbursement of their transportation, meals and lodging.
- 500 Contracted Services: Provides postage and printing of flyers, handouts, brochures, etc.
- 600 Supplies and Materials: Used for all supplies, academic periodicals, books and materials purchased.
- 900 Other Objects: Funds will be used to pay registration fees and annual membership dues or fees to professional academic organizations.



Memphis City Schools
2012 - 2013 Non-Federal Programs Fund 4
918 Urban Education Center

	2010-11 Budget	2010-11 Actual	2011-12 Budget	2012-13 Budget
Beginning Balance	\$ -	\$ -	\$ 55,996	\$ -
Total Fund Balance	\$ -	\$ -	\$ 55,996	\$ -
Revenues				
Revenue from Local Sources	\$ -	\$ 127,249	\$ 168,039	\$ 156,000
Revenue from State Funds	-	-	-	-
Revenue from Federal Funds	-	-	-	-
Total Revenues	\$ -	\$ 127,249	\$ 168,039	\$ 156,000
Expenses				
Obj Description				
100 Salaries	\$ -	\$ -	\$ -	\$ -
200 Employee Benefits	-	-	-	-
300 Professional Services	101,772	96,998	143,035	89,500
400 Property Maintenance Services	-	-	40,000	27,000
500 Contracted Services	5,000	403	23,000	17,000
600 Supplies and Materials	5,000	-	15,000	20,000
700 Travel	-	-	-	-
800 Furniture and Equipment	-	-	-	-
900 Other Objects	3,883	2,469	3,000	2,500
Total Expenses	\$ 115,655	\$ 99,870	\$ 224,035	\$ 156,000
Change In Encumbrance	-	28,617	-	-
Ending Balance	\$ (115,655)	\$ 55,996	\$ -	\$ -



Memphis City Schools
2012 - 2013 Non-Federal Programs Fund 4
998 VERY SPECIAL ARTS FESTIVAL

This is a one-time educational gift from the Duration Club that was awarded to Memphis City Schools. These funds will be used to reinstate the Very Special Arts Festival. This program is a national event offering our students with disabilities a means to participate, learn and enjoy the arts at the international, national and local level.

Revenue Source: Duration Club

- 300 Professional Services: Funds to be used to provide support program services.
- 500 Contracted Services: Expenditures for printing and binding for festival.
- 600 Supplies and Materials: Funds to be used to provide supplies for the festival.



Memphis City Schools
2012 - 2013 Non-Federal Programs Fund 4
998 Very Special Arts Festival

	2010-11 Budget	2010-11 Actual	2011-12 Budget	2012-13 Budget
Beginning Balance	\$ 21,455	\$ 21,455	\$ 22,614	\$ 13,965
Total Fund Balance	\$ 21,455	\$ 21,455	\$ 22,614	\$ 13,965
Revenues				
Revenue from Local Sources	\$ 4,000	\$ -	\$ -	\$ 2,000
Revenue from State Funds	-	7,213	-	-
Revenue from Federal Funds	-	-	-	-
Total Revenues	\$ 4,000	\$ 7,213	\$ -	\$ 2,000
Expenses				
Obj Description				
100 Salaries	\$ -	\$ -	\$ -	\$ -
200 Employee Benefits	-	-	-	-
300 Professional Services	3,669	4,496	4,649	10,965
400 Property Maintenance Services	-	-	-	-
500 Contracted Services	500	418	2,500	2,500
600 Supplies and Materials	2,500	1,225	1,500	2,500
700 Travel	-	-	-	-
800 Furniture and Equipment	-	-	-	-
900 Other Objects	-	-	-	-
Total Expenses	\$ 6,669	\$ 6,139	\$ 8,649	\$ 15,965
Change In Encumbrance	-	85	-	-
Ending Balance	\$ 18,786	\$ 22,614	\$ 13,965	\$ -

Memphis City Schools
2012 – 2013 Non-Federal Programs Fund 4
913 SUPPLY CHAIN MANAGEMENT

The Supply Chain Management project provided for the planning, implementing, and controlling the operations of the supply chain with the purpose of satisfying the customer requirements as efficiently as possible. It encompassed all activities involved in requisitioning, receiving, and distribution of needed inventory necessary for the functioning of Memphis City Schools. Supplies and materials purchased and distributed include testing materials, textbooks & workbooks, custodial supplies and chemicals (i.e. toilet paper, hand towels, floor wax), duplicating paper, vehicle fuel, educational materials, and vocational material.

This function distributed supplies and materials in excess of \$8.3 million in value excluding fuel and custodial chemicals during the 2005 fiscal year. The Supply Chain Management project conducted activities in three levels: strategic, tactical and operational. Strategic activities included network optimization, strategic partnerships with suppliers and customers critical for operational improvements such as cross docking, direct shipping, and third-part logistics, and IT infrastructure to support efficient supply chain operations. Tactical activities included collaboration with the Division of Procurement Services in sourcing contracts and other purchasing decisions, inventory decisions, transportation strategy, including frequency, routes, and contracting, and benchmarking of all operations against best practices in the industry. Operational activities included daily distribution planning, demand planning and forecasting, sourcing planning including current inventory and forecast demand, inbound operations, outbound operations, and performance tracking. In the prior year, additional focus was given to extending the supply chain business process integration with our MCS customers, the Division of Procurement Services, our business partners, and suppliers to optimize performance and financial efficiency for MCS.

Revenue Source: Memphis City Schools

- 100 Salaries: Funds to be used to provide staff's salaries.
- 200 Fringes: Funds to be used to provide staff's fringe benefits
- 300 Professional Services: Provided professional development activities and purchased services for large moves during school closings and openings.
- 400 Property Maintenance Services: Included repairs, repair parts, truck leasing and maintenance contracts for computers, printers, copiers and fax machines.
- 500 Contracted Services: Included cellular phone/radio communication for staff, printing services and temporary staff to handle/balance workload during peak periods.
- 600 Supplies and Materials: Provided funds for wide range of office supplies and fuel for vehicles.
- 800 Furniture and Equipment: Included replacement computers, printers, copiers, and computer software and delivery trucks to support the warehouse.
- 900 Other Objects: License fees.



Memphis City Schools
2012 - 2013 Non-Federal Programs Fund 4
913 Supply Chain Management

	2010-11 Budget	2010-11 Actual	2011-12 Budget	2012-13 Budget
Beginning Balance	\$ 21,977	\$ 21,977	\$ 24,869	\$ -
Total Fund Balance	\$ 21,977	\$ 21,977	\$ 24,869	\$ -
Revenues				
Revenue from Local Sources	\$ 812,578	\$ -	\$ 106	\$ -
Revenue from State Funds	-	-	-	-
Revenue from Federal Funds	-	-	-	-
Total Revenues	\$ 812,578	\$ -	\$ 106	\$ -
Expenses				
Obj Description				
100 Salaries	\$ -	\$ -	\$ -	\$ -
200 Employee Benefits	-	-	-	-
300 Professional Services	9,000	928	-	-
400 Property Maintenance Services	15,345	(377)	-	-
500 Contracted Services	-	3,636	-	-
600 Supplies and Materials	-	1,028	-	-
700 Travel	-	-	-	-
800 Furniture and Equipment	-	178	24,975	-
900 Other Objects	630	-	-	-
Total Expenses	\$ 24,975	\$ 5,393	\$ 24,975	\$ -
Change In Encumbrance	-	(2,501)	-	-
Ending Balance	\$ 809,580	\$ 24,869	\$ -	\$ -
Job Title				
FINANCE CLERK II	-	-	-	-
FORK LIFT OPERATOR	-	-	-	-
INVENTORY CLERK	-	-	-	-
TRUCK DRIVER II	-	-	-	-
WAREHOUSE CLERK	-	-	-	-
WAREHOUSE FIRST LINE SUPV	-	-	-	-
WAREHOUSEMAN	-	-	-	-
WAREHOUSING/INVENTORY CONT MGR	-	-	-	-
Job Code Totals:	-	-	-	-

Memphis City Schools
2012 - 2013 Non-Federal Programs Fund 4
914 WELLNESS INITIATIVE SBHC PLOUGH FOUNDATION

In 2008, the MCS school district received \$600,000 from The Plough Foundation to fund four (4) school based clinic in the district. With these four clinics in place, all students within the district were able to get health screenings and all students will have access to medical treatment that warrants attention. MCS contributed space for the facilities and provided coordination and other in-kind services. The health clinic partner staffed and supplied the clinics through federal funding. Plough's support allowed furnishings of the four clinics. This initiative supported MCS Strategic Goal #7 – Healthy Youth Development.

Revenue Source: The Plough Foundation

- 300 Professional Services: Provided for medical services, medical treatment, screening, administrative costs, professional development and other necessary professional services.

- 500 Contracted Services: Provided for student transportation and the printing of flyers, handouts, and health education materials.

- 600 Supplies and Materials: Provided supplies and materials necessary for daily operations of the four (4) clinic sites.

- 700 Travel: Local mileage reimbursements.

- 800 Furniture and Equipment: Provided necessary furniture and equipment to furnish the four (4) clinics.



Memphis City Schools
2012 - 2013 Non-Federal Programs Fund 4
914 Wellness Initiative SBHC Plough Foundation

	2010-11 Budget	2010-11 Actual	2011-12 Budget	2012-13 Budget
Beginning Balance	\$ 54,391	\$ 54,391	\$ 67,020	\$ -
Total Fund Balance	\$ 54,391	\$ 54,391	\$ 67,020	\$ -
Revenues				
Revenue from Local Sources	\$ -	\$ -	\$ -	\$ -
Revenue from State Funds	-	-	-	-
Revenue from Federal Funds	-	-	-	-
Total Revenues	\$ -	\$ -	\$ -	\$ -
Expenses				
Obj Description				
100 Salaries	\$ -	\$ (231)	\$ -	\$ -
200 Employee Benefits	-	(39)	-	-
300 Professional Services	-	(8,979)	-	-
400 Property Maintenance Services	-	-	-	-
500 Contracted Services	-	-	-	-
600 Supplies and Materials	-	(9,770)	10,000	-
700 Travel	-	(1,759)	-	-
800 Furniture and Equipment	9,436	48,862	57,020	-
900 Other Objects	-	-	-	-
Total Expenses	\$ 9,436	\$ 28,084	\$ 67,020	\$ -
Change In Encumbrance	-	40,713	-	-
Ending Balance	\$ 44,955	\$ 67,020	\$ -	\$ -

Memphis City Schools
2012 - 2013 Non-Federal Programs Fund 4
846 WONDERS FOR CHILDREN PROGRAM

In 1998, the MCS School District received \$50,000 from the Tennessee State Department of Education to provide transportation for MCS students to the annual Wonders' Exhibits, which ceased effective operation shortly after the funds were awarded. These funds were used to provide a wide range of artistic events/activities, including transportation for students, professional artists/performers, and teacher activities that align with district goals and objectives. The instructional background provided by these artists and/or teachers allowed students to more fully understand and experience the arts.

Revenue Source: Tennessee Department of Education

- 300 Professional Services: Provided instructional support for planned activities and/or art related events
- 500 Contracted Services: Provided student transportation to arts events
- 600 Supplies and Materials: Provided funds to support the implementation of artistic events and activities.
- 700 Travel: In-town travel to local events.



Memphis City Schools
2012 - 2013 Non-Federal Programs Fund 4
846 Wonders For Children Program

	2010-11 Budget	2010-11 Actual	2011-12 Budget	2012-13 Budget
Beginning Balance	\$ 546	\$ 546	\$ 158	\$ -
Total Fund Balance	\$ 546	\$ 546	\$ 158	\$ -
Revenues				
Revenue from Local Sources	\$ -	\$ -	\$ -	\$ -
Revenue from State Funds	-	-	-	-
Revenue from Federal Funds	-	-	-	-
Total Revenues	\$ -	\$ -	\$ -	\$ -
Expenses				
Obj Description				
100 Salaries	\$ -	\$ -	\$ -	\$ -
200 Employee Benefits	-	-	-	-
300 Professional Services	1,100	-	-	-
400 Property Maintenance Services	-	-	-	-
500 Contracted Services	390	156	-	-
600 Supplies and Materials	156	-	158	-
700 Travel	-	-	-	-
800 Furniture and Equipment	-	-	-	-
900 Other Objects	-	-	-	-
Total Expenses	\$ 1,646	\$ 156	\$ 158	\$ -
Change In Encumbrance	-	(544)	-	-
Ending Balance	\$ (1,100)	\$ 158	\$ -	\$ -

Memphis City Schools
2012 - 2013 Non-Federal Programs Fund 4
946 WQOX

WQOX fund project supported the general operations of the district's radio station and broadcasting program. Funds were generated through productions, Public Service Announcements (PSA), underwriting and sponsorships opportunities. The project provided for repairs and maintenance of the station/broadcasting program and is designed to account for revenues and expenditures associated with this function.

Revenue Sources: Sponsorships and Productions

Note: Budget was based on carryover of funds received in prior years.

500 Contracted Services: Advertisement expenses needed for project.

600 Supplies and Materials: Used for WQOX 88.5 FM special projects productions and broadcasting needs.

800 Furniture and Equipment: Used to purchase necessary equipment for WQOX 88.5 FM.



Memphis City Schools
2012 - 2013 Non-Federal Programs Fund 4
946 WQOX

	2010-11 Budget	2010-11 Actual	2011-12 Budget	2012-13 Budget
Beginning Balance	\$ 20,335	\$ 20,335	\$ 20,336	\$ -
Total Fund Balance	\$ 20,335	\$ 20,335	\$ 20,336	\$ -
Revenues				
Revenue from Local Sources	\$ 4,000	\$ -	\$ -	\$ -
Revenue from State Funds	-	-	-	-
Revenue from Federal Funds	-	-	-	-
Total Revenues	\$ 4,000	\$ -	\$ -	\$ -
Expenses				
Obj Description				
100 Salaries	\$ -	\$ -	\$ -	\$ -
200 Employee Benefits	-	-	-	-
300 Professional Services	-	-	-	-
400 Property Maintenance Services	-	-	-	-
500 Contracted Services	-	-	-	-
600 Supplies and Materials	3,999	(650)	-	-
700 Travel	-	-	-	-
800 Furniture and Equipment	20,336	19,636	20,336	-
900 Other Objects	-	-	-	-
Total Expenses	\$ 24,335	\$ 18,986	\$ 20,336	\$ -
Change In Encumbrance	-	18,987	-	-
Ending Balance	\$ -	\$ 20,336	\$ -	\$ -



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IV. GOVERNMENTAL FUNDS (cont'd)**D. SPECIAL REVENUE FUNDS (cont'd)**

**IV. GOVERNMENTAL FUNDS (cont'd)****D. SPECIAL REVENUE FUNDS (cont'd)****CATEGORICALLY-AIDED FUNDS****FEDERAL PROGRAMS – FUND 6 BY FUNCTION****FISCAL YEAR 2012-13 BUDGET****With Comparative Information for Fiscal Years 2008-09 through 2012-13**

	2008 - 09 Actual	2009 - 10 Actual
Revenues		
State of Tennessee	\$ 11,766,911	\$ 10,688,574
Federal Government	106,446,365	139,653,970
Other local sources	1,442,064	1,346,946
Total revenues	<u>119,655,340</u>	<u>151,689,490</u>
 Expenditures		
Instruction	82,611,041	105,816,127
Instructional support	19,621,060	27,204,337
Student support	4,125,791	5,698,669
Student transportation	395,292	164,296
Community service	12,902,156	12,806,061
Total expenditures	<u>119,655,340</u>	<u>151,689,490</u>
 Beginning Fund Balance	<u>-</u>	<u>-</u>
Ending Fund Balance	<u>\$ -</u>	<u>\$ -</u>

2010 - 11 Actual	2011 - 12 Amended Budget	2012 - 13 Budget
\$ 9,689,812	\$ -	\$ -
159,116,471	170,206,578	131,600,217
1,492,316	-	-
<u>170,298,599</u>	<u>170,206,578</u>	<u>131,600,217</u>
121,070,589	100,729,583	67,112,737
30,275,777	13,109,736	20,113,206
4,695,026	11,792,432	-
1,055,919	1,320,856	-
13,201,288	43,253,971	44,374,274
<u>170,298,599</u>	<u>170,206,578</u>	<u>131,600,217</u>
-	-	-
<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>

IV. GOVERNMENTAL FUNDS (cont'd)

D. SPECIAL REVENUE FUNDS (cont'd)

CATEGORICALLY-AIDED FUNDS

FEDERAL PROGRAMS – FUND 6 BY OBJECT

FISCAL YEAR 2012-13 BUDGET

With Comparative Information for Fiscal Years 2008-09 through 2012-13

	2008 - 09 Actual	2009 - 10 Actual
Revenues		
State of Tennessee	\$ 11,766,911	\$ -
Federal Government	106,446,365	151,689,628
Other local sources	1,442,064	-
Total revenues	<u>119,655,340</u>	<u>151,689,628</u>
Expenditures		
Salaries	64,176,897	67,560,549
Benefits	16,146,277	17,314,614
Professional services	18,747,728	28,591,380
Property maintenance services	397,928	155,452
Contracted services	1,208,838	976,158
Supplies & materials	8,829,773	9,799,141
Travel	1,791,277	2,024,036
Furniture & equipment	7,495,067	16,307,945
Other objects	861,555	8,960,353
Total expenditures	<u>119,655,340</u>	<u>151,689,628</u>
Beginning Fund Balance	-	-
Ending Fund Balance	<u>\$ -</u>	<u>\$ -</u>

2010 - 11 Actual	2011 - 12 Amended Budget	2012 - 13 Budget
\$ 9,689,812	\$ -	\$ -
159,116,471	170,206,578	131,600,217
1,492,316	-	-
<u>170,298,599</u>	<u>170,206,578</u>	<u>131,600,217</u>
83,621,502	87,122,568	58,854,029
22,828,586	24,047,844	19,368,704
32,427,993	30,636,617	25,329,866
264,100	662,982	125,219
1,966,326	3,425,919	5,876,704
8,268,734	8,139,845	11,251,573
1,633,043	2,168,515	1,710,419
14,320,296	9,453,010	5,083,157
4,968,019	4,549,278	4,000,546
<u>170,298,599</u>	<u>170,206,578</u>	<u>131,600,217</u>
-	-	-
<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>



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IV. GOVERNMENTAL FUNDS (cont'd)
D. SPECIAL REVENUE FUNDS (cont'd)

**Memphis City Schools
2012-13
Fund 6 Summary by Project**

Project Name	2012-13 Budget	Positions
Early Childhood Education Pilot/State	\$ 9,897,418	77.00
Exceptional Children IDEA Discretionary	174,000	2.00
Exceptional Children Vocational Rehabilitation-Job Readiness	68,000	2.00
Foreign Language Assistance (FLAPII)	273,709	-
IDEA, Part B-Summary	23,800,320	638.85
Improving the Health, Education & Well-Being Of Young People	284,387	2.70
Preschool Incentive Program	158,400	3.00
PRIMETIME V	388,000	0.30
Race To The Top	16,382,608	158.00
School Leadership Grant	608,701	1.50
Teacher Incentive Fund	2,332,016	4.00
Tennessee First To The Top- Principal Residency	496,582	-
Tennessee First To The Top-Renewal	914,884	2.00
Tennessee First To The Top- Teacher Residency	500,000	-
Title I - School Improvement Grant	5,755,954	25.00
Title I, Part A- Improving the Academic Achievement of the Disadvantaged	58,577,365	447.50
Title I, Part D - Neglected or Delinquent Children and Youth	70,201	1.00
Title II, Part A- Teacher and Principal Training and Recruiting	6,393,346	51.00
Title III, Part A- English Language Acquisition, Language Enhancement & Academic Achievement	1,148,038	27.50
Title X - Homeless Children and Youth	160,000	1.00
Vocational Program Improvement	2,572,279	10.00
Workforce Investment Network- In-School	291,509	4.00
Workforce Investment Network- Out-of-School	352,500	4.00
TOTAL	\$ 131,600,217	1,462.35

**Memphis City Schools
2012-2013 Federal Programs Fund 6
EARLY CHILDHOOD EDUCATION PILOT/STATE**

TARGET AUDIENCE: Tennessee's four-year-old children, with the first priority being those four-year-olds who are at-risk, who are presently not receiving services.

The function of this program is to provide high quality early education that will promote the cognitive, social, emotional, and physical development of young children by providing classrooms and services that will maximize school readiness and empower children/families to become successful lifelong learners and productive citizens. There are 112 schools that serve approximately 2,240 children. Major goals of the program include:

- Small classes and low child-staff ratios, one adult for every 10 children
- Curricula and instruction that engage children as active learners
- Well-trained teachers and ongoing staff supervision and training
- Development in areas of language, cognitive, social-emotional and physical-addressed with a balance between direct instruction, group instruction, group activities, and choice of center-based activities.

300 Professional Services: Funds used for staff development workshops, parent seminars, and training to support implementation of the Tennessee Early Learning Development Standards and Department of Education licensing standards, and substitutes for teachers.

400 Property Maintenance Services: Funds are used for repair and maintenance of equipment purchased and leased under this grant.

500 Contracted Services: Funds used for the cost of printing instructional materials, teaching guides, parent newsletters, parent handbooks, and advertising to ensure that parents are informed about the program, temporary substitutes for teacher assistants, student transportation for field trips, and postage

600 Supplies and Materials: Funds used for educational materials and supplies which students and staff need in the individual classrooms, including art, manipulatives, gross motor, dramatic play and other educational materials required for the curricula.

800 Furniture and Equipment: Funds used for the cost of playground equipment, furniture, and computers.

900 Other Objects: Funds are used for district indirect cost.



**Memphis City Schools
2012-2013 Federal Programs Fund 6**

Early Childhood Education Pilot/State

Obj	Description	Proj. 642 2010-11 Budget	Proj. 642 2010-11 Actual	Proj. 638 2011-12 Budget	Proj. 639 2012-13 Budget
100	Salaries	\$ 3,977,185	\$ 3,849,149	\$ 3,979,145	\$ 4,112,749
200	Employee Benefits	1,139,437	1,044,069	1,285,719	1,292,114
300	Professional Services	4,029,551	4,380,989	4,155,605	4,155,605
400	Property Maintenance Serv	-	-	6,000	6,000
500	Contracted Services	67,000	27,715	102,495	12,711
600	Supplies and Materials	67,000	183,708	50,128	20,129
700	Travel	28,000	12,411	19,000	9,000
800	Furniture and Equipment	-	126,754	17,587	7,587
900	Other Objects	417,006	-	281,739	281,523
Project Total		\$ 9,725,179	\$ 9,624,795	\$ 9,897,418	\$ 9,897,418
	Educational Assistants	4.00	4.00	3.00	3.00
	Classroom Teachers	67.00	67.00	64.00	64.00
	Accounting Specialist	1.00	1.00	1.00	1.00
	Records Clerk II	1.00	1.00	1.00	1.00
	Spec. Projects Assistant	1.00	1.00	1.00	1.00
	Coordinator - Early Learning	1.00	1.00	1.00	1.00
	Instructional Facilitator	-	-	1.00	1.00
	Program Project Specialist	-	-	1.00	1.00
	Specialty Principal	-	-	1.00	1.00
	Instr Supervisor-Elementary	4.00	4.00	3.00	3.00
Personnel Total		79.00	79.00	77.00	77.00



**Memphis City Schools
2012-2013 Federal Programs Fund 6
EXCEPTIONAL CHILDREN IDEA DISCRETIONARY**

TARGET AUDIENCE: Schools where expulsion rates are higher with students with disabilities (SWD).

The purpose of this project, "Suspension Reduction for High School SWD" is to reduce the expulsion rate for MCS students with disabilities. The Grant will provide for two Suspension Resource Specialists to work with SWD that have been suspended to prevent escalation of behavior problems in suspensions/expulsions. The grant will also provide for motivational speakers, staff professional training, substitutes, supplies and mileage for specialists.

300 Professional Services: Motivational speakers and Professional Development

500 Contracted Services: Printing

600 Supplies/Materials: Supplies for meetings and staff

700 Travel: Mileage for Specialists

900 Other Objects: Indirect Costs



Memphis City Schools
2012-2013 Federal Programs Fund 6

Exceptional Children IDEA Discretionary

		Proj. 770 2010-11 Budget	Proj. 770 2010-11 Actual	Proj. 772 2011-12 Budget	Proj. 773 2012-13 Budget
Obj	Description				
100	Salaries	\$ 115,000	\$ 57,292	\$ 103,242	\$ 109,048
200	Employee Benefits	30,443	9,857	27,034	30,597
300	Professional Services	6,275	53,793	10,275	12,000
400	Property Maintenance Serv	-	-	-	-
500	Contracted Services	1,000	-	1,000	1,000
600	Supplies and Materials	3,000	-	14,168	18,855
700	Travel	2,400	-	2,400	2,500
800	Furniture and Equipment	-	-	-	-
900	Other Objects	5,882	-	5,881	-
Project Total		\$ 164,000	\$ 120,942	\$ 164,000	\$ 174,000
Special Project Coordinator I		-	-	1.00	1.00
Case Manager		-	-	1.00	1.00
Suspension Resource Spec		2.00	2.00	-	-
Personnel Total		2.00	2.00	2.00	2.00



**Memphis City Schools
2012-2013 Federal Programs Fund 6
EXCEPTIONAL CHILDREN VOCATIONAL REHABILITATION - JOB READINESS**

TARGET AUDIENCE:. Secondary students with disabilities who require extra instruction/assistance in basic skills, occupational, and educational skills in order to make a successful transition from school to work.

Students involved in this transition from school to work program are instructed in completion of a variety of application types, successful techniques and behaviors for job interviews, how to follow-up on applications and interviews, and employer expectations of new employees in entry-level positions. Students are exposed to varied work sites and jobs through weekly field trips. The Vocational Rehabilitation Counselors work with approximately 750 – 800 high school students each year.

600 Supplies and Materials: Funds are used to provide supplies and materials necessary for the execution of the grant.



Memphis City Schools
2012-2013 Federal Programs Fund 6

Exceptional Children Vocational Rehabilitation-Job Readiness
CFDA Number: 84.126

		Proj. 769	Proj. 769	Proj. 771	Proj. 774
		2010-11	2010-11	2011-12	2012-13
		Budget	Actual	Budget	Budget
Obj	Description				
100	Salaries	\$ 47,142	\$ 22,358	\$ 42,382	\$ 48,803
200	Employee Benefits	19,932	4,870	23,384	18,246
300	Professional Services	-	-	-	-
400	Property Maintenance Serv	-	-	-	-
500	Contracted Services	-	-	-	-
600	Supplies and Materials	926	-	2,234	951
700	Travel	-	-	-	-
800	Furniture and Equipment	-	-	-	-
900	Other Objects	-	-	-	-
Project Total		\$ 68,000	\$ 27,228	\$ 68,000	\$ 68,000
	Clerical Assistant	-	-	-	1.00
	Voc. Rehab Sec. I	2.00	2.00	2.00	1.00
Personnel Total		2.00	2.00	2.00	2.00

**Memphis City Schools
2012-2013 Federal Programs Fund 6
FOREIGN LANGUAGE ASSISTANCE PROGRAM II (FLAP II)**

TARGET AUDIENCE: K-12 Students

This grant provides funds to establish, improve, or expand innovative foreign language programs for elementary and secondary school students through instruction in FLES* programs, curriculum development, professional development, and distance learning. The world language emphasis in Memphis City Schools will be in the critical languages of Arabic, Chinese, Japanese, and Russian as proposed in the grant application process. In awarding the grant, the secretary of education expects the project to demonstrate student achievement of ambitious proficiency targets, show the promise of being continued beyond the project period and demonstrate approaches that can be disseminated and duplicated by other LEAs.

300 Professional Services: Funds are used for training and professional development for teachers, development and revision of curriculum, and program evaluation.

600 Supplies and Materials: Funds are used for general office supplies and equipment required to operate the program, testing and instructional materials for teachers and instructional materials for teachers and students, including books, periodicals, video/digital cameras, and other materials to enhance language/ cultural specific instruction; and national language association memberships for teachers and coordinator.

700 Travel: Funds are used to support teacher and staff professional development, grant meetings, language program observations and collaboration, and cultural study trips.

800 Equipment: Funds are used to provide classroom technology to teachers as appropriate in supporting the goals of the grant program.

900 Other Objects: Funds are used for indirect cost.



Memphis City Schools
2012-2013 Federal Programs Fund 6

Foreign Language Assistance (FLAPII)
CFDA Number: 84.293B

Obj	Description	Proj. 161 2010-11 Budget	Proj. 161 2010-11 Actual	Proj. 665 2011-12 Budget	Proj. 667 2012-13 Budget
100	Salaries	\$ 30,484	\$ 8,340	\$ 34,605	\$ 31,021
200	Employee Benefits	2,987	1,496	3,596	3,497
300	Professional Services	129,020	164,583	129,180	159,180
400	Property Maintenance Serv	-	-	-	-
500	Contracted Services	-	-	-	-
600	Supplies and Materials	15,000	50,950	17,250	19,500
700	Travel	76,468	23,697	57,925	30,000
800	Furniture and Equipment	5,057	25,006	5,057	4,000
900	Other Objects	20,632	9,904	25,986	26,511
Project Total		279,648	283,976	273,599	273,709



**Memphis City Schools
2012-2013 Federal Programs Fund 6
IDEA, PART B**

TARGET AUDIENCE: Students ranging in ages of three through twenty-one who are eligible for special education services.

The Individuals with Disabilities in Education Act (IDEA, Part B) funding provides for students with disabilities with the following services:

- Specialized instruction and programs
- Vision services/Orientation and Mobility
- Hearing Services/Audiological Services
- Interpreting Services
- Occupational Therapy
- Physical Therapy
- Speech/Language Services
- Counseling Services
- Behavior Intervention
- Assistive Technology
- Transportation
- Evaluation Services
- Nursing Services

900 Other Objects: Funds are used for district indirect cost.



Memphis City Schools
2012-2013 Federal Programs Fund 6

IDEA, Part B-Summary
CFDA Number: 84.027

	Proj. 526	Proj. 526	Proj. 519	Proj. 654
	2010-11	2010-11	2011-12	2012-13
	Budget	Actual	Budget	Budget
Obj Description				
100 Salaries	\$ 15,815,443	\$ 16,149,258	\$ 15,574,389	\$ 14,454,875
200 Employee Benefits	5,520,022	5,636,561	5,556,907	6,658,614
300 Professional Services	2,000,000	7,945,187	2,270,546	2,000,000
400 Property Maintenance Serv	-	-	-	-
500 Contracted Services	-	2,652	-	-
600 Supplies and Materials	-	825,496	-	-
700 Travel	85,000	75,665	-	-
800 Furniture and Equipment	-	2,740,477	1,200	-
900 Other Objects	1,049,237	975,481	685,673	686,831
Project Total	\$ 24,469,702	\$ 34,350,777	\$ 24,088,715	\$ 23,800,320
Admin Sec I	2.00	2.00	2.00	2.00
Admin Sec II	2.00	2.00	1.00	2.00
Admin Sec III	-	-	1.00	-
App Support Analyst	1.00	1.00	1.00	1.00
Behavior Asst.	7.00	7.00	7.00	7.00
Behavioral Specialist	3.00	3.00	-	-
Classroom Asst Cntrl Behavior	1.00	1.00	-	-
Classroom Teachers	-	-	1.75	1.85
Clerical Asst.	1.00	1.00	-	-
Coord-Special Education	2.00	2.00	2.00	2.00
Data Info Specialist	1.00	1.00	1.00	1.00
Deaf Interpreters	15.00	15.00	16.00	16.00
Educ Asst	1.00	1.00	-	-
Educ Asst - Spec Ed	525.00	525.00	513.00	499.00
Family Resource Ctr Mgr	-	-	-	-
Family Specialist	2.00	2.00	-	-
In-School Susp Asst	106.00	106.00	-	-
Instruct Facilitator	1.00	1.00	1.00	1.00
Instruct Supervisor Sp Ed	5.00	5.00	5.00	5.00
Lead Phy/Occ Therapist	1.00	1.00	1.00	1.00
LPN	36.00	36.00	35.00	35.00
Matron	1.00	1.00	-	-
Nutrition Service Asst Mgr	1.00	1.00	1.00	1.00
Phy/Occup Therapist Asst	-	-	-	-
Phy/Occupational Therapist	17.00	17.00	17.00	17.00
Psychologist	27.00	27.00	27.00	27.00
Records Clerks	3.00	3.00	3.00	3.00
Resource Specialist	1.00	1.00	1.00	1.00
Secretarial Specialist	1.00	1.00	1.00	1.00
Special Needs Attendant	2.00	2.00	2.00	2.00
Special Project Coordinator I	-	-	1.00	1.00
Specialist - Voc Hab	1.00	1.00	1.00	1.00
Spec-Prevention/Intervention	-	-	-	-
Statistical Analyst	-	-	-	-
Supervising Psychol DEC	-	-	-	-
Supv - Spec Health Care	1.00	1.00	1.00	1.00
Supervisor Social Worker	-	-	1.00	1.00
School Social Worker	-	-	7.00	8.00
Teachers on Assignment	1.00	1.00	-	-
Technician	1.00	1.00	1.00	1.00
Personnel Total	769.00	769.00	651.75	638.85

Memphis City Schools
2012-2013 Federal Programs Fund 6
IMPROVING THE HEALTH, EDUCATION AND WELL-BEING OF YOUNG PEOPLE THROUGH
COORDINATED SCHOOL HEALTH PROGRAMS

TARGET AUDIENCE: Students, Parents and School Staff

Through a contract with the Centers for Disease and Prevention, Division of Adolescent and School Health, the Office of Coordinated School Health, has been funded with a grant program entitled "Improving the Health, Education and Well-Being of Young People through Coordinated School Health Programs". This funding provides the expansion of the School Health Program in two areas: (1) HIV/AIDS Education and Prevention in middle and high schools, and (2) implementation of the National Youth Risk Behavior Survey to provide data regarding the health risk of students including the use of alcohol, drugs, and tobacco, dietary behaviors, physical activity and high risk sexual behaviors that lead to unintended pregnancy, sexually transmitted diseases, violence, and motor vehicle accidents. Additionally, it provides greater opportunities for collaboration with other district staff and community organizations.

300 Professional Services: Funds are used for consultant fees and the training of school staff.

500 Contracted Services: Funds are used for printing and postage.

600 Supplies and Materials: Funds are used to provide supplies and materials necessary for the execution of the grant.

700 Travel: Funds are used to support in-town and out-of-town travel.

900 Other Objects: Funds are used for district indirect cost.



Memphis City Schools
2012-2013 Federal Programs Fund 6

Improving the Health, Education and Well-Being Of Young People
CFDA Number: 93.938

		Proj. 134	Proj. 134	Proj. 794	Proj. 776
		2010-11	2010-11	2011-12	2012-13
		Budget	Actual	Budget	Budget
Obj	Description				
100	Salaries	\$ 177,973	\$ 169,763	\$ 172,664	\$ 181,028
200	Employee Benefits	48,036	45,455	55,580	45,386
300	Professional Services	25,261	10,701	20,162	20,162
400	Property Maintenance Serv	-	-	-	-
500	Contracted Services	4,000	8,407	2,680	2,680
600	Supplies and Materials	11,405	13,777	19,695	17,148
700	Travel	12,137	9,766	13,606	12,706
800	Furniture and Equipment	-	-	-	-
900	Other Objects	5,575	5,206	-	5,277
Project Total		\$ 284,387	\$ 263,075	\$ 284,387	\$ 284,387
Coord-Sp. Proj.		2.00	2.00	2.00	2.00
Research Eval		0.70	0.70	0.70	0.70
Personnel Total		2.70	2.70	2.70	2.70



**Memphis City Schools
2012-2013 Federal Programs Fund 6
PRESCHOOL INCENTIVE PROGRAM**

TARGET AUDIENCE: Students ages three to five who are eligible for special education services.

The Preschool Incentive Program serves students age three to five who are eligible for special education services. A parent liaison serves as an important link between school and home providing parent training and support. The IEP Team recommends the number of hours of service and appropriate related services.

600 Supplies and Materials: Funds are used to provide supplies and materials.

900 Other Objects: Funds are used for district indirect cost.



Memphis City Schools
2012-2013 Federal Programs Fund 6

Preschool Incentive Program
CFDA Number: 84.173

		Proj. 649	Proj. 649	Proj. 650	Proj. 651
		2010-11	2010-11	2011-12	2012-13
		Budget	Actual	Budget	Budget
Obj	Description				
100	Salaries	\$ 98,527	\$ 94,269	\$ 98,945	\$ 118,763
200	Employee Benefits	28,785	31,668	29,967	31,155
300	Professional Services	-	6,723	2,561	-
400	Property Maintenance Serv	-	-	-	-
500	Contracted Services	-	-	-	-
600	Supplies and Materials	22,363	714,750	2,016	4,571
700	Travel	-	645	-	-
800	Furniture and Equipment	-	190,667	21,000	-
900	Other Objects	6,705	27,271	3,911	3,911
Project Total		\$ 156,380	\$ 1,065,993	\$ 158,400	\$ 158,400
Educational Asst		3.00	3.00	1.00	2.00
Spec. Ed. Classroom Tchr		1.00	1.00	1.00	1.00
Personnel Total		4.00	4.00	2.00	3.00

Memphis City Schools
2012-2013 Federal Programs Fund 6
PRIME TIME V – 21ST CENTURY COMMUNITY LEARNING CENTERS

TARGET AUDIENCE: Students in schools identified by the State with greatest academic need

Prime Time V 21st CCLC programs are established at 4 elementary schools (A.B. Hill, Georgia Avenue, Oak Haven, Wells Station Elementary) through a 21st Century Community Learning Centers Grant. Prime Time V addresses student achievement, improving student behavior, involving parents in the learning process, providing quality professional development and establishing community learning centers. Prime Time V focuses on reading and math through a variety of materials, resources, and support activities including tutoring/mentoring. Enrichment projects, field trips and recreational activities ensure that the 'total' child is addressed. Resources are research based with appropriate professional development for teachers and paraprofessionals. Community Partners such as The Grizzlies, The Redbirds, and the Memphis Museums provide a variety of opportunities for fieldtrips and supplemental enrichment/academic activities.

- 300 Professional Services: Provides professional services for instructional, technological, and staff development needs for after-school programs. Provides services for students in after-school programs to participate in supplemental enrichment/academic activities. Funds are used to support student attendance and participation out of town travel to and among schools for field trips and other out of town campus excursions.
- 500 Contracted Services: Funds will be allocated for printing training certificates, evaluations, and supplemental instructional materials. Funds will also be used to provide postage for periodic communications for parents/guardians, and for flyers/notices to the community. Funds are used to support student attendance and participation in-town travel to and among schools for field trips and other off campus excursions.
- 600 Supplies and Materials: Funds will be allocated to purchase and/or replenish basic office supplies and supplemental instructional materials for in-services and staff development.
- 700 Travel: Funds are used to support staff attendance in various training and professional development conferences, seminars, and symposia. Funds also support in-town travel to and among schools.
- 800 Furniture and Equipment: Provides for on-going replacement and upgrades for furniture and equipment, computers, copiers, printers, recreational game systems and other equipment used to enhance the after-school experiences of students.
- 900 Other Objects: Funds are used for district indirect cost.



Memphis City Schools
2012-2013 Federal Programs Fund 6

PRIMETIME V
CFDA Number: 84.287C

	Proj. 615 2010-11 Budget	Proj. 615 2010-11 Actual	Proj. 611 2011-12 Budget	Proj. 612 2012-13 Budget
Obj Description				
100 Salaries	\$ 239,538	\$ 194,127	\$ 222,753	\$ 222,753
200 Employee Benefits	43,062	34,874	40,384	40,384
300 Professional Services	41,300	19,594	39,600	39,600
400 Property Maintenance Serv	-	-	-	-
500 Contracted Services	5,800	1,973	5,600	5,600
600 Supplies and Materials	43,776	32,403	52,205	52,205
700 Travel	3,500	384	6,600	6,600
800 Furniture and Equipment	9,000	-	7,200	7,200
900 Other Objects	14,024	14,827	13,658	13,658
Project Total	\$ 400,000	\$ 298,182	\$ 388,000	\$ 388,000
Coord-School Age Child Care	0.15	0.15	0.15	0.15
Receptionist	0.15	0.15	0.15	0.15
Spec. Project Assistant	-	-	-	-
Personnel Total	0.30	0.30	0.30	0.30



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**Memphis City Schools
2012-2013 Federal Programs Fund 6
RACE TO THE TOP**

TARGET AUDIENCE: Standards and Assessments, Data Systems and Instruction, Great Teachers and Leaders, Turning Around Low Performing Schools, Achievement School District, and STEM activities, schools, and the personnel in them.

Our RaceTo The Top plan is aligned with the districts Strategic Plan, our Reform Agenda, district and state policy, and needs assessment. The key elements of the Race To The Top plan includes but is not limited to: comprehensive assessment system, virtual coursework, rigorous advance coursework and exam preparation, common data system, SAS support, EdPlan implementation, principal leadership, performance stipends, PD, and team redesign, extended learning time, Striving School Zone, Pre-3 Interventionists, literacy program, additional Pre-K classrooms, ASD curriculum, digital laboratories, and expanded visual and performing arts program. The budget includes 158 positions aligned with the district's scope of work that includes **25 Early Childhood Pre-K Teachers and 25 Early Childhood Educational Assistants** to establish and support additional Pre-K classrooms to provide educational foundation to children with the highest need and to increase enrollment of Pre-K children; **24 Plus Teachers** to offer "Plus Courses" in Algebra, Science and English to assist regular and special education students who are performing below "Basic" on achievement tests to successfully complete course requirements for graduation. Use of these courses will increase the graduation rate of low performing regular education students and students with disabilities; **22 Low Performance Teachers** to install effective teachers at three low performing middle schools: Southside, Geeter, and Cypress and one high school, Fairley High; **23 School Business Managers**, to relieve school based administration from the effective and efficient operation of the campus so that the principal, assistant principal, and other instructional leaders might focus on the supervision and management of the instructional program in a school building. Of particular importance are those activities that are essential to the operation of a school but have no direct relationship to instruction--facilities, maintenance, security, inventory and cash management, cafeteria services. The remaining 64 positions are key personnel to support programmatic goals critical to the management, supervision, and implementation of Standards and Assessments, Data Systems and Instructions, Great Teachers and Leaders, Turning Around Low Performing Schools, Achievement School District, and STEM activities.

The Race to the Top plan supports the following district initiatives:

ACT Budget	Literacy/Sec Programs ASD
Advanced Placement	Looping Expansion-PreK-3 Continuum
ASD/High School Initiatives	Low Performing Schools Faculty
Digital Labs- Science	Plus Teachers/Algebra, Science and English
Early Childhood Pre-K	School Business Managers
Ed Plan Support	String Program
Exceptional Children Supervisors	Striving School Zone Oversight
Expanded Robotics Program	Virtual Coursework
Implementation Support	Virtual STEM High School Faculty
Intervention Math & Science SSZ/ASD	

The scope of work for the Race To The Top initiatives respond to the following district goals:
Goal 1: Student Achievement Goal 2: Accountability

**Memphis City Schools
2012-2013 Federal Programs Fund 6
RACE TO THE TOP (concl'd)**

- 300 Professional Services: Funds to support professional development and partnership efforts, such as Cambium Learning Group web based Reading Intervention program for Adolescent in grades six (6) through twelve (12), Developmental Reading Program for grades four (4) through twelve (12) and instructional materials for Mathematics and Science Simulations for grades six (6) through twelve (12).
- 500 Contracted Services: Funds are used to support printing, and postage.
- 600 Supplies and Materials: To provide office supplies for district level staff and supplies and materials for professional development.
- 700 Travel: Funds are used to support staff attendance in various training and professional development conferences, seminars, and symposia. Funds also support in-town travel to and among schools.
- 800 Furniture and Equipment: Funds are used to provide computers and equipment necessary to deliver professional development.
- 900 Indirect Cost: Funds are used for district indirect cost.



Memphis City Schools
2012-2013 Federal Programs Fund 6

Race To The Top
CFDA Number: 84.394

Obj	Description	Proj. 155 2010-11 Budget	Proj. 155 2010-11 Actual	Proj. 626 2011-12 Budget	Proj. 627 2012-13 Budget
100	Salaries	\$ 3,846,086	\$ 4,281,601	\$ 8,835,123	\$ 6,662,997
200	Employee Benefits	1,035,830	839,210	2,571,513	1,950,264
300	Professional Services	9,916,901	6,230,395	6,528,795	6,168,796
400	Property Maintenance Serv	-	-	5,168	-
500	Contracted Services	70,615	114,645	476,945	31,089
600	Supplies and Materials	109,247	390,384	1,168,043	813,733
700	Travel	101,658	54,811	56,550	57,627
800	Furniture and Equipment	1,425,000	1,806,307	1,554,981	-
900	Other Objects	726,235	577,884	959,659	698,102
Project Total		\$ 17,231,572	\$ 14,295,237	\$ 22,156,777	\$ 16,382,608

Pre-K Classroom Teachers	19.00	19.00	19.00	22.00
Pre-K Educational Assistants	19.00	19.00	19.00	25.00
Classroom Teachers	15.00	15.00	22.00	67.00
Principal	1.00	1.00	1.00	-
Assistant Principal	2.00	2.00	2.00	6.00
Instructional Supervisor - Special Ed.	-	-	-	3.00
Director	2.00	2.00	2.00	2.00
ASD Coordinator	-	-	-	-
Coordinator II - Instructional Support	-	-	-	1.00
Coordinator I - Administrative Support	-	-	-	1.00
Special Project Coordinator I	-	-	-	2.00
Special Project Coordinator II	2.00	2.00	2.00	-
Computer Systems Specialist	-	-	-	1.00
Accountant - Senior	-	-	-	1.00
School Business Managers	-	-	-	26.00
Clerical	1.00	1.00	1.00	1.00
Personnel Total	61.00	61.00	68.00	158.00

**Memphis City Schools
2012-2013 Federal Programs Fund 6
SCHOOL LEADERSHIP GRANT**

TARGET AUDIENCE: Aspiring Principals and Assistant Principals

Funds were awarded by the U.S. Department of Education to positively impact principal effectiveness. The four goals of the grant are: First, to develop and adopt a set of evidence-based standards and competencies to define effective school leadership, as well as a principal evaluation system aligned with those competencies. Second, to utilize two complementary pathways, the Urban Education Center Executive Leadership Program and the New Leaders for New Schools (NLNS) Aspiring Leaders Program to identify, recruit, and prepare promising educators for school leadership, placing candidates in high-priority or target schools within MCS. Third, use case studies of highly effective schools in and beyond Memphis available through the NLNS Effective Practice Incentives Community (EPIC) Knowledge System, to create a professional development curriculum designed to train principals to conduct effective teacher observations and evaluations. Finally, MCS will develop and adopt a strategic funding plan to reform principal's compensation by linking base pay and incentives to student achievement as measured by the Tennessee Value-Added Assessment System (TVAAS).

- 300 Professional Services: Funds are used to support professional development and partnership efforts with New Leaders, New Schools, and other providers.
- 600 Supplies and Materials: Funds are used to provide supplies and materials used for general office use.
- 700 Travel: Funds are used to support staff attendance at national professional development conferences as required by funding agency.
- 900 Other Objects: Funds are used for district indirect cost.



Memphis City Schools
2012-2013 Federal Programs Fund 6

School Leadership Grant
CFDA Number: 84.363A

		Proj. 582	Proj. 582	Proj. 658	Proj. 659
		2010-11	2010-11	2011-12	2012-13
		Budget	Actual	Budget	Budget
Obj	Description				
100	Salaries	\$ 122,788	\$ 102,546	\$ 128,678	\$ 122,432
200	Employee Benefits	22,665	37,508	36,970	32,335
300	Professional Services	422,633	373,057	332,182	432,827
400	Property Maintenance Serv	-	-	-	-
500	Contracted Services	-	188	-	-
600	Supplies and Materials	2,884	4,236	1,442	4,000
700	Travel	5,500	5,144	5,500	5,500
800	Furniture and Equipment	4,000	2,776	-	-
900	Other Objects	11,586	10,842	18,777	11,607
Project Total		\$ 592,056	\$ 536,297	\$ 523,549	\$ 608,701
Program/Project Specialist		1.00	1.00	1.00	1.00
Executive Director		0.50	0.50	0.50	0.50
Personnel Total		1.50	1.50	1.50	1.50

**Memphis City Schools
2012-2013 Federal Programs Fund 6
TEACHER INCENTIVE FUND GRANT**

TARGET AUDIENCE: Effective teachers, principals and other personnel in 28 Schools

Funds were awarded by the U.S. Department of Education to develop a Performance Based Compensation System (PBCS) that will provide Group Incentives and Individual Stipends to effective teachers, principals and other personnel in the district's 28 lowest performing schools (identified from the 2009-2010 NCLB data). Group Incentives will be awarded in the same manner in which awards are currently made under TIF/EPIC, based on student growth as measured by Mathematica Policy Research. However, personnel will be identified for Individual Stipends based on the rigorous four-component measurement currently under development as part of the district's "Teacher Effectiveness Initiative" (TEI) and a parallel measurement to be developed through the "Leadership Effectiveness Initiative" (LEI).

- 300 Professional Services: Funds are used to support professional development, communication and an external evaluator contract.
- 500 Contracted Services: Funds are used for printing, and postage.
- 600 Supplies and Materials: Funds are used to provide supplies and materials used for general office use.
- 700 Travel: Funds are used to support staff attendance at national professional development conferences as required by funding agency, and to provide for local travel for personnel in the grant.
- 800 Furniture and Equipment: Funds will be allocated to purchase furniture, computers and other equipment.
- 900 Other Objects: Funds are used for district indirect cost.



Memphis City Schools
2012-2013 Federal Programs Fund 6

Teacher Incentive Fund
CFDA Number: 84.374A

		Proj. 741	Proj. 741	Proj. 743	Proj. 744
		2010-11	2010-11	2011-12	2012-13
		Budget	Actual	Budget	Budget
Obj	Description				
100	Salaries	\$ 158,948	\$ 71,755	1,824,453	1,701,063
200	Employee Benefits	48,165	16,705	349,794	328,114
300	Professional Services	180,000	100,948	178,855	180,000
400	Property Maintenance Serv	-	-	-	-
500	Contracted Services	4,800	-	4,800	4,800
600	Supplies and Materials	12,000	2,334	12,000	10,000
700	Travel	11,475	3,433	11,475	11,475
800	Furniture and Equipment	3,000	3,666	2,000	-
900	Other Objects	15,025	-	103,102	96,564
Project Total		\$ 433,413	\$ 198,841	\$ 2,486,479	\$2,332,016
	Special Project Coordinator II	1.00	1.00	2.00	2.00
	Research Analyst	1.00	1.00	1.00	1.00
	Executive Secretary I	-	-	1.00	1.00
Personnel Total		2.00	2.00	4.00	4.00

Memphis City Schools
2012-2013 Federal Programs Fund 6
TENNESSEE: FIRST TO THE TOP - PRINCIPAL RESIDENCY COMPETITIVE GRANT
PROJECT – TYPE III

TARGET AUDIENCE: Aspiring Principals and Novice Principals

Funds were awarded by the Tennessee Department of Education (First to the Top) to provide for an intensive principal residency program. This grant will provide for support to the MCS Urban Education Center to enhance the leadership capacity of novice principals. The program will draw upon best practices of effective principal training, development and assessment to support principals with less than four years in the position. The four priorities of the grant are: First, to recruit exemplary principals from across the nation to support MCS novice principals. Second, to provide two week summer intensive sessions for novice principals. Third, to provide Harvard Principal Institute for novice principals. Finally, to institutionalize a 360 degree assessment for all 1-3 year administrators.

- 300 Professional Services: Funds are used to support professional development and partnership efforts with New Leaders, New Schools, and other providers.
- 600 Supplies and Materials: Funds are used to provide supplies and materials used for targeted academic interventions.
- 700 Travel: Funds are used to support staff attendance in various training and professional development conferences, seminars, and symposia.



Memphis City Schools
2012-2013 Federal Programs Fund 6

TFTTT-Principal Residency
CFDA Number: 84.395

		Proj. 678	Proj. 678	Proj. 678	Proj. 678
		2010-11	2010-11	2011-12	2012-13
		Budget	Actual	Budget	Budget
Obj	Description				
100	Salaries	\$ -	\$ -	\$ 176,719	\$ 177,754
200	Employee Benefits	-	-	10,204	10,384
300	Professional Services	-	-	212,264	212,264
400	Property Maintenance Serv	-	-	-	-
500	Contracted Services	-	-	-	-
600	Supplies and Materials	-	-	28,000	25,500
700	Travel	-	-	70,680	70,680
800	Furniture and Equipment	-	-	-	-
900	Other Objects	-	-	-	-
Project Total		\$ -	\$ -	\$ 497,867	\$ 496,582

**Memphis City Schools
2012-2013 Federal Programs Fund 6
TENNESSEE FIRST TO THE TOP – RENEWAL SCHOOLS**

TARGET AUDIENCE: Memphis City Schools students and staff in the renewal schools

Funds were awarded by the Tennessee Department of Education to implement fully and effectively an intervention in each of the Tier III (renewal) schools based on the specific need of that school and the district as determined by the results of annual adequate yearly progress determinations. Applications are unique to the individual schools' needs and address issues identified as those that caused schools to not make AYP. Funds will be primarily used to support whole school reform which was selected by the stakeholders in each of the school communities. This grant is fully aligned with the MCS School Improvement Grant application. Schools impacted by this grant in Cohort I: Booker T. Washington High, Cherokee Elementary, and Wooddale High. In Cohort II: Craigmont High.

300 Professional Services: Funds are used to support professional development.

600 Supplies and Materials: Funds are used to provide supplies and materials used for targeted academic interventions.

800 Furniture and Equipment: Funds will be allocated to purchase furniture, computers and other equipment.

900 Other Objects: Funds are used for district indirect cost.



Memphis City Schools
2012-2013 Federal Programs Fund 6

TFTTT-Renewal Schools
CFDA Number: 84.395

		Proj. 670 2010-11 Budget	Proj. 670 2010-11 Actual	Proj. 671 2011-12 Budget	Proj. 672 2012-13 Budget
Obj	Description				
100	Salaries	\$ -	\$ -	\$ 121,788	\$ 117,614
200	Employee Benefits	-	-	31,595	29,979
300	Professional Services	-	-	498,081	512,397
400	Property Maintenance Serv	-	-	-	-
500	Contracted Services	-	-	-	2,000
600	Supplies and Materials	-	-	22,132	159,705
700	Travel	-	-	12,000	-
800	Furniture and Equipment	-	-	114,425	61,515
900	Other Objects	-	-	27,081	31,674
Project Total		\$ -	\$ -	\$ 827,102	\$ 914,884
Classroom Teachers		-	-	-	1.00
Parent Counselor		-	-	1.00	1.00
Personnel Total		-	-	1.00	2.00

Memphis City Schools
2012-2013 Federal Programs Fund 6
TENNESSEE: FIRST TO THE TOP-TEACHER RESIDENCY COMPETITIVE GRANT PROJECT-TYPE I

TARGET AUDIENCE: Aspiring Teachers

Funds were awarded by the Tennessee Department of Education (First to the Top) to provide for an intensive teacher residency program. This grant will provide for Post-Baccalaureate Initial Licensure Preparation for forty (40) new teachers to serve in hard-to-staff subject areas and schools. The four priorities of the grant are: First, to utilize the Memphis Teacher Residency's (MTR) model aligned to the Urban Teacher Residency United network standards. Second, to integrate theory, classroom practice, and teacher/coach mentoring. Third, to create a learning community expectation for continuous improvement to advance student learning. Finally, to collaboratively plan between MCS and MTR regarding teacher needs and the Teacher Effectiveness Initiative goals.

300 Professional Services: Funds are used to support teacher development and support.

900 Other Objects: Funds are used for district indirect cost.



Memphis City Schools
2012-2013 Federal Programs Fund 6

TFTTT-Teacher Residency
CFDA Number: 84.395

		Proj. 674 2010-11 Budget	Proj. 674 2010-11 Actual	Proj. 674 2011-12 Budget	Proj. 674 2012-13 Budget
Obj	Description				
100	Salaries	\$ -	\$ -	\$ -	\$ -
200	Employee Benefits	-	-	-	-
300	Professional Services	-	-	497,760	497,760
400	Property Maintenance Serv	-	-	-	-
500	Contracted Services	-	-	-	-
600	Supplies and Materials	-	-	-	-
700	Travel	-	-	-	-
800	Furniture and Equipment	-	-	-	-
900	Other Objects	-	-	2,240	2,240
Project Total		\$ -	\$ -	\$ 500,000	\$ 500,000

**Memphis City Schools
2012-2013 Federal Programs Fund 6
TITLE I - SCHOOL IMPROVEMENT GRANT**

TARGET AUDIENCE: Memphis City Schools students and staff in High Priority High Schools

Funds were awarded by the Tennessee Department of Education to implement fully and effectively an intervention in each Tier I and Tier III secondary school and any elementary school in Tier I or Tier III (renewal) based on the specific need of that school and the district as determined by the results of annual adequate yearly progress determinations. Funds will be used to support MCS in serving the Achievement School District schools with extended day for students and extended year professional development for select teachers. Funds will also be used for extended year professional development for select teachers in the Striving School Zone. These funds will be used by the following schools: Booker T. Washington High, George Washington Carver High, Craigmont High, Fairley High, Frayser High, Hamilton High, Kingsbury High, Kirby High, Manassas High, Northside High, Oakhaven High, Sheffield High, Trezevant High, and Wooddale High to continue High School Redesign that began during 2009-2010. Additional schools to receive targeted intervention as a result of these funds are: Cherokee Elementary, Cypress Middle School, Fairview Middle School, Hamilton Middle School, Hillcrest High, and Raleigh Egypt Middle school. Applications are unique to the individual schools' needs and address issues identified as those that caused schools to not make AYP. This grant is fully aligned with the MCS Race to the Top Application.

300 Professional Services: Funds are used to support professional development.

500 Contracted Services: Funds are used for student transportation. Funds are also used to support printing and postage.

600 Supplies and Materials: Funds are used to provide supplies and materials used for targeted academic interventions.

700 Travel: Funds are used to support staff attendance in various training and professional development conferences, seminars, and symposia.

800 Furniture and Equipment: Funds will be allocated to purchase furniture, computers and other equipment.

900 Other Objects: Funds are used for district indirect cost.



Memphis City Schools
2012-2013 Federal Programs Fund 6

Title I- School Improvement Grant
CFDA Number: 84.010A

		Proj. 588 2010-11 Budget	Proj. 588 2010-11 Actual	Proj. 631 2011-12 Budget	Proj. 632 2012-13 Budget
Obj	Description				
100	Salaries	\$ 5,621,345	\$ 6,186,484	\$ 5,248,086	\$ 3,553,529
200	Employee Benefits	1,184,413	1,315,532	1,167,252	835,912
300	Professional Services	575,732	246,931	389,387	351,406
400	Property Maintenance Serv	-	-	-	-
500	Contracted Services	548,998	410,638	345,574	219,000
600	Supplies and Materials	233,856	255,143	220,455	220,000
700	Travel	268,826	229,745	148,047	163,300
800	Furniture and Equipment	297,838	392,328	428,930	243,807
900	Other Objects	377,179	302,629	220,265	169,000
Project Total		\$ 9,108,187	\$ 9,339,430	\$ 8,167,996	\$ 5,755,954
	Family Specialist	-	-	-	-
	Behavioral Specialist	-	-	-	-
	Teachers on Assignment	-	-	-	-
	P/T Family Specialist	-	-	-	-
	Evaluator	-	-	-	-
	Prof Sch Counselor	3.00	3.00	3.00	2.00
	Coordinator of Student Data	2.00	2.00	1.00	1.00
	HS Redesign Supervisor	7.00	7.00	-	-
	Classroom Teachers	12.00	12.00	16.00	7.00
	Education Assistant	2.00	2.00	1.00	1.00
	Community Partner Specialist	1.00	1.00	-	-
	Parent Counselor	1.00	1.00	1.00	1.00
	Literacy Coaches	3.00	3.00	1.00	1.00
	Records Clerk II	1.00	1.00	-	-
	Instr Computer Technician - P/T	2.00	2.00	1.00	1.00
	Technician - Instruct Computer	1.00	1.00	3.00	1.00
	Graduation Coach	-	-	4.00	1.00
	Math Coach	-	-	1.00	1.00
	NCLB Coordinator	-	-	1.00	1.00
	Special Project Coordinator II	-	-	7.00	6.00
	Special Project Assistant	-	-	2.00	1.00
Personnel Total		35.00	35.00	42.00	25.00



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Memphis City Schools
2012-2013 Federal Programs Fund 6
TITLE I, PART A - IMPROVING THE ACADEMIC ACHIEVEMENT OF THE DISADVANTAGED

TARGET AUDIENCE: Children who attend schools with a high percentage of low income children enrolled and who are at risk of not meeting challenging state academic achievement standards and state academic assessments

Title I, Part A provides Memphis City Schools with resources to help ensure that all children have a fair, equal, and significant opportunity to obtain a high-quality education and reach, at a minimum, proficiency on challenging state academic achievement standards and state academic assessments. Major focus areas of this funding are school improvement, assessment, and accountability. Title I funds must be utilized for scientifically based research activities which have demonstrated effectiveness in helping students meet state standards.

Approximately 102,000 students receive Title I services. Both public and eligible non-public students, teachers, and parents are served. Title I consists of the following: schoolwide programs, public school choice, supplemental education services, parental involvement/notification, services for children in institutions for neglected and delinquent, evaluation services, supervision of instruction, preschool teachers and assistants, administrative support, professional development, and school improvement activities.

Title I, Part A funds support the following district services:

- Services for homeless, neglected, and private school students
- Parental Involvement
- Human Resources staff required for compliance
- Partial cost of extended day for Cohort I SIG schools
- Supervisors and Instructional Facilitators
- REA- for required evaluation activities
- Schoolwide schools
- School improvement support for high priority and target Title I schools
- Regionally Based Interventionists (161); Instructional Facilitators (4) Edujobs 2011-12
- Regionally Based interventionists funded in Edujobs for SY 2011-12
- Parenting Center
- Connect Mentoring

Memphis City Schools
2012-2013 Federal Programs Fund 6
TITLE I, PART A - IMPROVING THE ACADEMIC ACHIEVEMENT OF THE DISADVANTAGED
(concl'd)

- 300 Professional Services: Funds are used for professional development, contracted services, supplemental educational services (SES), and evaluation services.
- 400 Property Maintenance Services: Funds are used for repair and maintenance of equipment purchased and leased under this grant.
- 500 Contracted Services: Public school choice set-aside is used for transportation. Funds are also used to support printing and postage for school choice parent notifications and Title I schoolwide communications.
- 600 Supplies and Materials: Funds are used to purchase supplies and materials necessary for the execution of the program.
- 700 Travel: Funds are used to support staff attendance in various training and professional development conferences, seminars, and symposia. Funds also support in-town travel to and among schools.
- 800 Furniture and Equipment: Funds are used to purchase computers and other equipment necessary for the execution of the program.
- 900 Other Objects: Funds are used for district indirect cost.



Memphis City Schools
2012-2013 Federal Programs Fund 6

Title I, Part A- Improving the Academic Achievement of the Disadvantaged
CFDA Number: 84.010A

Obj	Description	Proj. 534 2010-11 Budget	Proj. 534 2010-11 Actual	Proj. 535 2011-12 Budget	Proj. 603 2012-13 Budget
100	Salaries	\$ 18,199,801	\$ 38,710,743	\$ 21,880,541	\$ 24,572,235
200	Employee Benefits	4,924,597	10,586,432	5,486,424	\$ 7,925,900
300	Professional Services	11,686,876	10,728,552	12,818,377	\$ 8,932,768
400	Property Maintenance Serv	120,831	259,947	648,589	\$ 119,219
500	Contracted Services	6,726,771	1,215,271	1,563,339	\$ 5,188,043
600	Supplies and Materials	14,172,979	5,363,066	5,946,228	\$ 5,102,087
700	Travel	1,200,803	727,348	1,461,105	\$ 1,192,192
800	Furniture and Equipment	2,086,011	7,586,474	5,654,519	\$ 3,852,271
900	Other Objects	2,460,339	2,432,532	1,745,946	\$ 1,692,650
Project Total		\$ 61,579,008	\$ 77,610,365	\$ 57,205,068	\$ 58,577,365
Admin. Sec. III	-	-	-	1.00	1.00
Classroom Tchr	118.00	118.00	124.20	66.50	
Clerical Assistants	41.00	41.00	24.50	20.00	
Clerical Assistants P/T	-	-	5.00	5.00	
Educational Assistant	90.00	90.00	190.75	80.00	
Evaluators	3.00	3.00	-	1.00	
Guidance Counselor	5.00	5.00	4.00	4.00	
Graduation Coach	-	-	3.00	-	
Human Resources Assistant	-	-	1.00	1.00	
Human Resources Specialist I	2.00	2.00	-	-	
Human Resources Team Leader	1.00	1.00	-	-	
Instr. Computer Tech.	54.00	54.00	46.00	45.00	
Instr. Computer Tech. P/T	-	-	4.00	2.00	
Instr. Facilitator	161.00	161.00	141.00	145.00	
Instr. Supervisor	6.00	6.00	7.00	5.00	
Literacy Coach	-	-	3.00	11.00	
Math Coach	-	-	3.00	11.00	
NCLB Compliance Specialist	1.00	1.00	1.00	1.00	
Office Manager	-	-	-	-	
Parent Counselor	38.00	38.00	28.00	27.00	
Special Project Coordinator II	-	-	-	2.00	
Program Project Specialist	3.00	3.00	5.00	4.00	
Records Clerk	10.00	10.00	2.00	3.00	
Research Assistant	1.00	1.00	-	1.00	
SR. Comp. Sys. Analyst	-	-	1.00	1.00	
Science Coach	-	-	-	11.00	
Personnel Total		534.00	534.00	594.45	447.50

Memphis City Schools
2012-2013 Federal Programs Fund 6
TITLE I, PART D – Neglected or Delinquent Children and Youth

TARGET AUDIENCE: Children who reside in local and state institutions for neglected and delinquent children and youth.

Title I, Part D provides supplemental resources for educational services to eligible students who reside in local and state institutions for neglected and delinquent children and youth. These resources are used to improve instruction in order to ensure that the children and youth in these institutions have the same opportunity as other children to meet challenging State academic standards. Funds provide services needed to make a successful transition from institutionalization to further schooling or employment and for programs to prevent at risk-students from dropping out of school. Major focus areas of this funding are intervention, instruction, transition, and student support programs.

600 Supplies and Materials: Funds are used to purchase supplies and materials necessary in the execution of the program.



Memphis City Schools
2012-2013 Federal Programs Fund 6

Title I, Part D - Neglected or Delinquent Children and Youth

		Proj. 538 2010-11 Budget	Proj. 538 2010-11 Actual	Proj. 511 2011-12 Budget	Proj. 606 2012-13 Budget
Obj	Description				
100	Salaries	\$ 90,000	\$ 90,761	64,831	53,975
200	Employee Benefits	6,885	6,948	5,370	11,226
300	Professional Services	-	-	-	-
400	Property Maintenance Serv	-	-	-	-
500	Contracted Services	-	-	-	-
600	Supplies and Materials	824	-	-	5,000
700	Travel	-	-	-	-
800	Furniture and Equipment	-	-	-	-
900	Other Objects	-	-	-	-
Project Total		<u>\$ 97,709</u>	<u>\$ 97,709</u>	<u>\$ 70,201</u>	<u>\$ 70,201</u>
Educational Assistant		-	-	1.00	1.00
Personnel Total		<u>-</u>	<u>-</u>	<u>1.00</u>	<u>1.00</u>

Memphis City Schools
2012-2013 Federal Programs Fund 6
TITLE II, PART A – TEACHER AND PRINCIPAL TRAINING AND RECRUITING

TARGET AUDIENCE: Memphis City Schools students in grades K-12; MCS teachers and principals for grades K-12

The purpose of Title II, Part A is to increase the academic achievement of all students by helping schools and districts improve teacher and principal quality and ensure that all teachers are highly qualified. These funds are utilized to provide professional development activities that: improve core academic subjects content knowledge of teachers; improve teaching practices and student academic achievement (through effective instructional strategies, methods, and skills), and use challenging state academic content standards and student academic achievement standards in preparing students for the state assessments.

Title II, Part A funds support the following district initiatives:

- Honors Professional Development
- Induction and PD Coordinators/Coaches
- Academic Coaches
- New Leaders New Schools Trainees
- PD funds
- PD Support to Regions
- Private Schools
- REA
- Human Resources
- Striving Schools PD Data

- 300 Professional Services: Funds are used to support professional development activities.
- 500 Contracted Services: Funds are used for printing.
- 600 Supplies and Materials: Funds are used to provide supplies and materials for professional development.
- 700 Travel: Funds are used to support staff attendance in various training and professional development conferences, seminars, and symposia. Funds also support in-town travel to and among schools.
- 800 Furniture and Equipment: Funds are used to provide computers and equipment necessary to deliver professional development.
- 900 Indirect Cost: Funds are used for district indirect cost.



**Memphis City Schools
2012-2013 Federal Programs Fund 6**

**Title II, Part A- Teacher and Principal Training and Recruiting
CFDA Number: 84.367A**

Obj	Description	Proj. 544 2010-11 Budget	Proj. 544 2010-11 Actual	Proj. 540 2011-12 Budget	Proj. 620 2012-13 Budget
100	Salaries	\$ 3,746,941	\$ 3,442,046	\$ 4,316,691	\$ 3,802,839
200	Employee Benefits	891,420	849,282	918,566	931,845
300	Professional Services	3,355,265	833,069	902,984	1,364,487
400	Property Maintenance Serv	-	3,865	-	-
500	Contracted Services	-	-	7,351	5,176
600	Supplies and Materials	69,229	14,453	46,643	63,358
700	Travel	50,159	42,743	41,359	35,288
800	Furniture and Equipment	-	14,969	11,000	9,000
900	Other Objects	355,873	356,522	186,812	181,353
Project Total		\$ 8,468,887	\$ 5,556,949	\$ 6,431,406	\$ 6,393,346
	Teachers on Assignment	8.00	8.00	9.00	8.00
	Classroom Teachers	9.00	9.00	8.00	8.00
	Coordinator Professional Develop	2.00	2.00	2.00	2.00
	Coord-Staff Dev	5.00	5.00	5.00	5.00
	Human Resources Clerk II	1.00	1.00	1.00	1.00
	Human Resources Generalist	-	-	-	1.00
	Human Resources Team Leader	1.00	1.00	-	-
	Human Resource Asst	1.00	1.00	1.00	1.00
	Human Res-Sp.I	1.00	1.00	1.00	-
	New Leaders New Schools	10.00	10.00	10.00	10.00
	Parent Liason Coach	4.00	4.00	4.00	4.00
	Recruitment Specialist	1.00	1.00	1.00	1.00
	Special Project Coordinator II	1.00	1.00	1.00	1.00
	Academic Coordinator	3.00	3.00	3.00	3.00
	Coordinator Instructional Support	1.00	1.00	1.00	1.00
	Instructional Supervisor	2.00	2.00	1.00	1.00
	Research Evaluator	1.00	1.00	1.00	1.00
	Specialist - Instructional	-	-	1.00	2.00
	Research Assist. Formative Assessment	1.00	1.00	1.00	1.00
Personnel Total		52.00	52.00	51.00	51.00

Memphis City Schools
2012-2013 Federal Programs Fund 6
TITLE III, PART A – ENGLISH LANGUAGE ACQUISITION,
LANGUAGE ENHANCEMENT AND ACADEMIC ACHIEVEMENT

TARGET AUDIENCE: English Language Learner (ELL) students enrolled in Memphis City Schools

This program provides instructional support services for the ESL and regular educational programs for English Language Learners (ELL) to help ensure that all ELL students, including immigrant students, attain English proficiency, develop high levels of academic attainment in English, and meet the same challenging State academic standards as all other students. These services will include the use of a system-wide ESL instructional facilitator, bilingual/ESL tutors and family mentors, instructional materials for English acquisition, educational field trips for acculturation, training on second language acquisition/reading instruction for ELL students, interpreters/translators for parent communications, and extended learning opportunities such as after-school and summer programs for ELL students.

300 Professional Services: Funds are used for contractual services such as translations of documents and interpreters for supplemental tutoring, parent conferences, and school functions.

500 Contracted Services: Funds are used for printing services and student transportation for educational field trips.

600 Supplies and Materials: Funds are used to provide instructional materials and supplies for classrooms and after-school programs with ELL students to support content and English language acquisition.

700 Travel: Funds are used to support staff in-town travel to and among schools.

900 Other Objects: Funds are used for district indirect costs.



Memphis City Schools
2012-2013 Federal Programs Fund 6

Title III, Part A- English Language Acquisition, Language Enhancement & Academic Achievement
CFDA Number: 84.365A

		Proj. 567 2010-11 Budget	Proj. 567 2010-11 Actual	Proj. 563 2011-12 Budget	Proj. 686 2012-13 Budget
Obj	Description				
100	Salaries	\$ 758,834	\$ 817,358	\$ 805,066	\$ 723,104
200	Employee Benefits	253,732	274,673	238,730	278,195
300	Professional Services	9,000	30,134	5,000	59,631
400	Property Maintenance Serv	-	-	-	-
500	Contracted Services	47,500	10,930	7,755	13,000
600	Supplies and Materials	55,536	23,574	65,526	44,427
700	Travel	6,720	2,513	3,000	6,720
800	Furniture and Equipment	-	4,495	-	-
900	Other Objects	23,088	-	-	22,961
Project Total		\$ 1,154,410	\$ 1,163,677	\$ 1,125,077	\$ 1,148,038
	Biling Cult Mentor F/T	6.00	6.00	6.00	6.00
	Biling Cult Mentor-Esl F/T	18.00	18.00	19.00	19.00
	Bilingual Cult Mentor Esl P/T	1.00	1.00	1.00	1.00
	Research Evaluator	0.50	0.50	0.50	0.50
	Esl Facilitator	1.00	1.00	1.00	1.00
	Paraprofessional	-	-	-	-
Personnel Total		26.50	26.50	27.50	27.50

**Memphis City Schools
2012-2013 Federal Programs Fund 6
TITLE X - HOMELESS CHILDREN AND YOUTH**

TARGET AUDIENCE: Homeless and formerly homeless children and youth

The McKinney-Vento Homeless Education Assistance Act provides funds for MCS Displaced Student Services (formerly Homeless Children and Youth) through the Tennessee State Department of Education. Per the mandates of this Act, resources and services are provided to school-age homeless/formerly homeless children and youth to assure access to a free and appropriate public education consistent with Tennessee's school attendance laws. Memphis City Schools' Division of Parent and Community Engagement works with homeless/formerly homeless children who are students in a city school. The program is open to school-age homeless/formerly homeless students, kindergarten-12th grade.

The goals of the grant include: 1) Maintaining a coordinated and collaborative working relationship among both school systems and the service providers; 2) Maintaining a computer database within the school system to identify, monitor and track homeless and formerly homeless students; 3) Facilitating fluid access to schools (i.e., enrollment, transfers) and to all existing services for which homeless/formerly homeless students are eligible; 4) Providing supplemental tutoring and enrichment programs; and 5) Evaluating the project by determining the extent to which the process and outcome goals/objectives are met.

300 Professional Services: Funds are used for professional development (training seminars and workshops), tutoring services, and professional technical services.

500 Contracted Services: Funds are used for printing and postage.

600 Supplies and Materials: Student consumable supplies, teacher materials and supplies

700 Travel: Funds are used to support staff attendance in various training and professional development conferences, seminars, and symposia. Funds also support in-town travel to and among schools.

900 Other Objects: Funds are used for district indirect cost.



Memphis City Schools
2012-2013 Federal Programs Fund 6

Title X - Homeless Children and Youth
CFDA Number: 84.196A

		Proj. 105	Proj. 105	Proj. 583	Proj. 732
		2010-11	2010-11	2011-12	2012-13
		Budget	Actual	Budget	Budget
Obj	Description				
100	Salaries	\$ 76,386	\$ 117,817	\$ 70,437	\$ 81,238
200	Employee Benefits	13,216	27,181	17,955	19,248
300	Professional Services	7,103	5,470	7,000	7,000
400	Property Maintenance Serv	2,200	-	-	-
500	Contracted Services	20,450	29,313	30,450	23,589
600	Supplies and Materials	12,000	7,294	23,297	18,064
700	Travel	4,000	591	4,000	4,000
800	Furniture and Equipment	-	-	-	-
900	Other Objects	5,965	6,287	6,861	6,861
Project Total		\$ 141,320	\$ 193,953	\$ 160,000	\$ 160,000
	Special. Proj Coord	1.00	1.00	1.00	1.00
	Teachers/PT	-	-	-	-
	Records Clerk I	-	-	-	-
Personnel Total		1.00	1.00	1.00	1.00

**Memphis City Schools
2012-2013 Federal Programs Fund 6
VOCATIONAL PROGRAM IMPROVEMENT
CARL D. PERKINS VOCATIONAL AND TECHNICAL EDUCATION FUNDING**

TARGET AUDIENCE: Career and Technology Students

The Carl D. Perkins IV Career and Technical Education Act of 2006 provide funding for secondary career and technical education programs. The purpose is to develop more fully the academic and technical skills of secondary students and post-secondary students who enroll in Career and technical education programs. The key objectives of this funding are: to ensure that career and technical programs complement the academic mission of *No Child Left Behind* and the workforce development mission; to help every youth in a career and technical pathway receive a challenging academic education that prepares him or her for future education and career success in high skill, high demand, and high wage occupations; to ensure that every career and technical program of study in secondary schools offer a smooth transition into a postsecondary program leading to a technical certificate, associate or baccalaureate degree, apprenticeship or a job; make high-quality career and technical programs of study accessible to both youth and career-changing adults through a variety of institutions and delivery models; and to connect career and technical pathways to workforce investment systems to strengthen local, regional and national workforce quality and economic competitiveness. Perkins IV funding is used for: Adult Career and Technical Programs, Technology Program Improvement; Technology Preparation; and Career Enhancement.

- 300 Professional Services: Funds are used for staff development and training for administrators, counselors and instructors. Program area supervisors offer varied development/training sessions for his or her instructors throughout the year and in the summer such as; technical skills improvement, curriculum enhancement, integrated academic instruction and program improvement. Additionally, a citywide vocational professional development session is held to include all vocational teachers. Citywide and program area advisory councils meet regularly to ensure that programs are aligned with business and industry standards. Professional services are also provided to strengthen connections between Secondary and Post Secondary Education and to provide career guidance and academic counseling for students participating in vocational programs.
- 600 Supplies and Materials: Funds are used for resource materials for teachers such as books, videos, instructional computer disks, instructional software and education/training materials.
- 700 Travel: Funds are used for in-town and out-of-town travel for professional development and training such as: travel to regional and national subject area and related conferences, subject area Career and Technical Student Organizations (CTSO) regional, state and national conferences and technology, academic integration workshops and field trips to provide students with strong experience and understanding in all aspects of an industry.
- 800 Furniture and Equipment: Funds are used for leasing, purchasing, upgrading or adapting equipment to initiate, improve, expand and modernize quality vocational and technical education programs. Large and small equipment is purchased for all program areas to meet or exceed industry standards in order to strengthen the academic and technical skills of students. Technology such as computers, teacher workstations, video equipment, scanners and projection systems are purchased to develop, improve or expand the use of technology in vocational and technical education to make teachers facilitators of learning.
- 900 Other Objects: Funds are used for indirect cost expenses associated contract agreement and for licenses and permits.



**Memphis City Schools
2012-2013 Federal Programs Fund 6**

**Vocational Program Improvement
CFDA Number: 84.048**

Obj	Description	Proj. 572 2010-11 Budget	Proj. 572 2010-11 Actual	Proj. 580 2011-12 Budget	Proj. 729 2012-13 Budget
100	Salaries	\$ 738,640	\$ 847,874	\$ 971,069	\$ 971,069
200	Employee Benefits	226,318	213,070	258,622	258,622
300	Professional Services	250,529	282,177	179,898	179,898
400	Property Maintenance Serv	-	288	-	-
500	Contracted Services	68,000	58,439	-	-
600	Supplies and Materials	150,000	32,630	120,000	120,000
700	Travel	74,582	300,223	93,422	93,422
800	Furniture and Equipment	1,146,562	1,176,185	897,777	897,777
900	Other Objects	98,752	81,855	51,491	51,491
Project Total		\$ 2,753,383	\$ 2,992,741	\$ 2,572,279	\$2,572,279
	Instructional Supervisors	2.00	2.00	2.00	2.00
	Special Project Coordinator I	2.00	2.00	1.00	1.00
	Program Project Specialist	3.00	3.00	3.00	3.00
	Curriculum Coordinator	-	-	1.00	1.00
	Special Project Assistant	2.00	2.00	2.00	2.00
	Teacher Vocational	-	-	2.00	-
	Senior Accountant	-	-	1.00	1.00
	Data Processing Clerk III	3.00	3.00	-	-
Personnel Total		12.00	12.00	12.00	10.00

**Memphis City Schools
2012-2013 Federal Programs Fund 6
WORKFORCE INVESTMENT NETWORK - IN-SCHOOL**

TARGET AUDIENCE: Memphis City Schools Students

The WIN Training and Employment Program for In-School Youth is an after-school program that provides academic enrichment, tutoring and study skills training, and college and employment preparation for identified seniors at Melrose, Manassas, and Hamilton High Schools. The WIN program coordinates additional services for students designed to promote social skills, cultural awareness, and exposure to the arts and entertainment. The ultimate goal of the WIN program is to insure that all program participants matriculate into post-secondary training or become gainfully employed following program completion.

- 300 Professional Services: Professional services to provide supplemental training for student and professional development for staff through workshops, seminars, and advanced training. Additionally, A & D, psychological, counseling, tutoring services are provided to program participants.
- 500 Contracted Services: Contracted services creating opportunities for student participation and transportation for transportation for field trips. Printing, postage, telephone services, participant tuition cost, student enrichment activities, awards, graduation and testing fees and paid work experience service are among the costs.
- 600 Supplies and Materials: Funds are used for general office supplies required to operate the program in addition to instructional materials for teachers and students, including textbooks, tools and uniforms.
- 700 Travel: Local mileage reimbursement and out-of-town travel for professional development and training for staff.
- 900 Other Objects: Indirect cost charged to grant funded project. (2.93% of total budget).



Memphis City Schools
2012-2013 Federal Programs Fund 6

Workforce Investment Network- In-School
CFDA Number: 17.259

		Proj. 698	Proj. 698	Proj. 694	Proj. 695
		2010-11	2010-11	2011-12	2012-13
		Budget	Actual	Budget	Budget
Obj	Description				
100	Salaries	\$ 267,312	\$ 295,791	\$ 187,554	\$ 187,554
200	Employee Benefits	70,188	73,930	65,780	65,780
300	Professional Services	34,235	40,635	19,505	19,505
400	Property Maintenance Serv	-	-	-	-
500	Contracted Services	68,608	2,189	2,095	2,095
600	Supplies and Materials	7,600	545	6,000	6,000
700	Travel	5,207	8,067	2,277	2,277
800	Furniture and Equipment	-	-	-	-
900	Other Objects	16,850	21,578	8,298	8,298
Project Total		\$ 470,000	\$ 442,735	\$ 291,509	\$ 291,509
	Program Project Specialist	-	-	0.50	0.50
	Special Project Assistant	1.00	1.00	3.00	3.00
	Special Project Coordinator II	1.00	1.00	-	0.50
Personnel Total		2.00	2.00	3.50	4.00

**Memphis City Schools
2012-2013 Federal Programs Fund 6
WORKFORCE INVESTMENT NETWORK - OUT-OF-SCHOOL**

TARGET AUDIENCE: 16-21 years olds residing in Memphis and Shelby County who are high school graduates, attained a GED diploma, or students who have dropped out of or have been permanently expelled from school.

The Workforce Investment Network (WIN) program provides out-of-school students with a comprehensive network of specialized services including GED instruction, occupational and soft skills training, career orientation, and job placement. Program participants are assigned a case manager who develops an individual service strategy based on specific student needs. Participants receive services for academic enrichment, counseling, mentoring, leadership, transportation, and workforce development training. The ultimate goal of the program is to prepare students for full time employment in high demand occupation or successfully matriculate into a post-secondary institution. WIN is a year round program.

- 300 Professional Services: Funds are used for staff development and training for administrators and instructors, A & D, psychological counseling, and tutoring services for program participants.
- 500 Contracted Services: Funds are used for printing, postage, and telephone services. Participant costs for tuition, transportation, student activities, awards, graduation fees, testing fees, and paid work experience services.
- 600 Supplies and Materials: Funds are used for general office supplies and instructional materials, participant training materials, textbooks, tools, and uniforms.
- 700 Travel: Funds are used for out-of-town travel for professional development and training and local mileage reimbursement.
- 900 Other Objects: Funds are used for district indirect cost.



Memphis City Schools
2012-2013 Federal Programs Fund 6

Workforce Investment Network- Out-of-School
CFDA Number: 17.259

		Proj. 709	Proj. 709	Proj. 716	Proj. 717
		2010-11	2010-11	2011-12	2012-13
		Budget	Actual	Budget	Budget
Obj	Description				
100	Salaries	\$ 331,650	\$ 379,330	\$ 220,000	\$ 220,000
200	Employee Benefits	107,193	124,005	77,294	77,294
300	Professional Services	-	24,582	24,580	24,580
400	Property Maintenance Serv	-	-	-	-
500	Contracted Services	6,235	1,261	4,835	4,835
600	Supplies and Materials	2,000	2,050	8,625	8,625
700	Travel	6,072	12,227	7,132	7,132
800	Furniture and Equipment	-	-	-	-
900	Other Objects	16,850	21,586	10,034	10,034
Project Total		\$ 470,000	\$ 565,041	\$ 352,500	\$ 352,500
Program Project Specialist		1.00	1.00	0.50	0.50
Special Project Coordinator II		1.00	1.00	0.50	0.50
Special Project Assistant		2.00	2.00	3.00	3.00
Ged Teacher		-	-	-	-
Receptionist		-	-	-	-
Personnel Total		4.00	4.00	4.00	4.00



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IV. GOVERNMENTAL FUNDS (cont'd)**D. SPECIAL REVENUE FUNDS (cont'd)****FOOD SERVICE DEPARTMENT OVERVIEW**

Anthony Geraci, Executive Director

MISSION STATEMENT:

Provide every child with nutritious meals to create a foundation for healthy minds and bodies by positioning healthy kids in front of educators ready to learn.

STRATEGIC GOALS:

Student achievement: accelerate the academic performance of all students. Accountability: establish a holistic accountability system that evaluates the academic, operations and fiscal performance of the school district. Healthy youth development: create a schools community that promotes student leadership and healthy youth development.

ISSUES & TRENDS:

The Division of Nutrition Services is responsible for all District cafeterias and charter school meal service. Daily meal service includes approximately 51,800 breakfasts, of which 70% is breakfast in the classroom participation that started during the 2011-2012 school year. Daily meal service also includes 77,000 lunches via the National School Lunch Program. The Central Nutrition Center (CNC) has implemented an At Risk Supper Program, which is a first for the State of Tennessee. We are currently serving over 5,000 meals daily with an aggressive plan of increasing to 15,000 suppers served per day by the end of the school year.

The budget for the division is seventy - one million one hundred and eighty six dollars. The CNC is a self-supporting business entity within the District. All revenue generated for Nutrition Services comes from federal and state reimbursement of meals served.

The United States Department of Agriculture, through the Tennessee Department of Education, reimburses the division on a monthly basis for all eligible meals served to students. Breakfast is free to all students regardless of income; however, lunch is based on income. The CNC also participates in the Summer Food Service Program (SFSP). We are currently serving over one million reimbursable meals each summer. SFSP meals are free to all children in the District.

The CNC consist of six teams which are (1) school cafeteria operations, (2) warehousing and distribution, (3) central kitchen production and processing, (4) menu development and purchasing, (5) accounting and technology, and (6) community engagement and nutrition education which includes four self sustaining urban farm to school projects. We are also working with local, county, and state farmers in a community collaboration and commercial agriculture project in school nutrition education. Together these teams are responsible for the ordering of food, supplies, and cafeteria equipment; the designing of new and renovated cafeterias; and breakfast, lunch, and supper meal production. They are also responsible for special diets, accountability of funds, employee training, warehousing, and distribution of food and supplies.

The Nutrition Services staff is projected to increase to 1,512 employees in the new school year to accommodate the increase in average daily participation in all programs. The growth of Nutrition Services can be attributed to our innovative programming and our current increased average daily participation rate of free and reduced meals for the district.

IV. GOVERNMENTAL FUNDS (cont'd)**D. SPECIAL REVENUE FUNDS (cont'd)****FOOD SERVICE DEPARTMENT OVERVIEW (cont'd)**

Our goal is to be the national benchmark for child nutrition. Through our leadership, we demonstrate successful child nutrition programs that promote student wellness, readiness and supports academic achievement. The CNC continues to provide nutrient dense high quality meals for all of our students and remain financially solvent.

FISCAL YEAR 2011-2012 PERFORMANCE HIGHLIGHTS:

Student participation has increased dramatically compared with the 2010-2011 school year. One of the highlights of the CNC has been the launch of our supper program. MCS has led the state in the development of this program. We are currently the only District in the state that is providing fully reimbursable meals that support academics and achievement. Our breakfast in the classroom program has grown from 20 schools to 60 schools. Breakfast in the classroom has more than a 75% increase in participation among these schools.

FISCAL YEAR 2012-2013 BUDGET HIGHLIGHTS:

The largest categories for the Nutrition Services budget are food and salaries. Overall, the expenditures for food cost are expected to increase approximately 39% for the next fiscal year. This is due largely to the increase in average daily participation. Salaries for the 2012-2013 budgets are expected to increase approximately 11% over the previous year.

In an effort to control labor costs, Nutrition Services area supervisors closely monitor the staffing levels in each school. Staffing is based on meals per labor hour. The current staffing formula for lunch and supper meals is 19 meals per labor hour; breakfast is 57 meals per labor hour. Overtime is closely monitored and is only granted when deemed appropriate by the immediate supervisor.

IV. GOVERNMENTAL FUNDS (cont'd)

D. SPECIAL REVENUE FUNDS (cont'd)

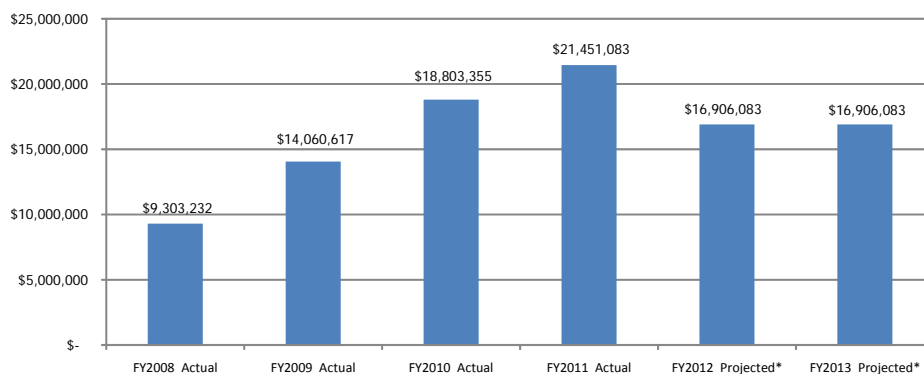
REVENUE AND EXPENDITURE TRENDS

In fiscal year 2009-10, revenues exceeded expenditures by \$4.2 million and fund balance increased by \$4.7 million from the previous year. Student participation remained fairly consistent with the 2008-09 school year. In addition, changes that were made in operations allowed the Division to decrease food costs by 16% from the 2008 school year to the 2009 school year. The Division also decreased labor costs by \$1.4 million from 2008 to 2009. As a result, cafeteria positions were eliminated through attrition. Changes to menu and food purchases were made. The Division also curtailed travel and equipment purchases.

The Food Service Fund ended fiscal year 2010-11 with an increase of \$2.6 million to fund balance, as revenues exceeded expenditures by \$3 million. Expenditures increased over the previous year by \$1.8 million or 3.6%, a result of increased labor and food cost. Lunchroom monitors were added to the fund in fiscal year 2010-11. Each elementary school received one lunchroom monitor.

MCS budgeted for an increase over the previous year in fiscal years 2011-12 and 2012-13 of 9.6% and 20.7%, respectively to cover continued rising labor and food costs. For fiscal year 2012-13, student participation is projected to increase for breakfast and lunch from 47,000 and 75,000 to 51,000 and 77,000, respectively. In addition, the Division launched its supper program and has led the state in the development of this program. Expenditures for food cost for this new initiative is expected to increase by 39% for next fiscal year. As of publication date, we are currently the only District in the state that is providing fully reimbursable meals that support academics and achievement.

Memphis City Schools Nutrition Services Fund Balance Fund 5



	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Projected	2013 Projected
Beginning Fund Balance at July 1	\$ 10,613,411	\$ 9,303,232	\$ 14,060,617	\$ 18,803,355	\$ 21,451,083	\$ 16,906,083
Revenue	49,863,723	52,411,289	56,224,815	56,844,811	59,000,000	71,186,000
Expenditures	(47,873,580)	(48,279,208)	(51,976,253)	(53,824,202)	(63,545,000)	(71,186,000)
Increase (decrease in reserve for encumbrance)	(3,300,322)	625,304	494,176	(372,881)	-	-
Ending Fund Balance at June 30	\$ 9,303,232	\$ 14,060,617	\$ 18,803,355	\$ 21,451,083	\$ 16,906,083	\$ 16,906,083
Change from Prior Year	(1,310,179)	4,757,385	4,742,738	2,647,728	(4,545,000)	-
Percentage Change from Prior Year	-12.34%	51.14%	33.73%	14.08%	-21.19%	0.00%
Fund Balance as a % of Expenditures	19.43%	29.12%	36.18%	39.85%	26.60%	23.75%

*Projected ending fund balance

IV. GOVERNMENTAL FUNDS (cont'd)**D. SPECIAL REVENUE FUNDS (cont'd)****FOOD SERVICE FUND BY FUNCTION****FISCAL YEAR 2012-13 BUDGET****With Comparative Information for Fiscal Years 2008-09 through 2012-13**

	2008 - 09 Actual	2009 - 10 Actual
Revenues		
State of Tennessee	\$ 550,909	\$ 540,873
Federal Government	41,079,138	43,576,027
Other local sources	10,781,242	12,107,915
Total revenues	<u>52,411,289</u>	<u>56,224,815</u>
Expenditures		
Food service	48,279,208	51,976,253
Total expenditures	<u>48,279,208</u>	<u>51,976,253</u>
Excess (deficiency) of revenues over expenditures	<u>4,132,081</u>	<u>4,248,562</u>
Beginning Fund Balance	9,303,232	14,060,617
Increase (decrease) in reserve for encumbrance	625,304	494,176
Ending Fund Balance	<u>\$ 14,060,617</u>	<u>\$ 18,803,355</u>

2010 - 11 Actual	2011 - 12 Amended Budget	2012 - 13 Budget
\$ 634,240	\$ 3,290,000	\$ 3,300,000
44,579,240	46,639,493	48,907,000
11,631,331	9,070,507	18,979,000
<u>56,844,811</u>	<u>59,000,000</u>	<u>71,186,000</u>
53,824,202	63,545,000	71,186,000
<u>53,824,202</u>	<u>63,545,000</u>	<u>71,186,000</u>
3,020,609	(4,545,000)	-
18,803,355	21,451,083	16,906,083
(372,881)	-	-
<u>\$ 21,451,083</u>	<u>\$ 16,906,083</u>	<u>\$ 16,906,083</u>

IV. GOVERNMENTAL FUNDS (cont'd)

D. SPECIAL REVENUE FUNDS (cont'd)

FOOD SERVICE FUND BY OBJECT

FISCAL YEAR 2012-13 BUDGET

With Comparative Information for Fiscal Years 2008-09 through 2012-13

	2008 - 09 Actual	2009 - 10 Actual
Revenues		
State of Tennessee	\$ 550,909	\$ 540,873
Federal Government	41,079,138	43,576,027
Other local sources	10,781,242	12,107,915
Total revenues	<u>52,411,289</u>	<u>56,224,815</u>
Expenditures		
Salaries	18,718,656	19,481,523
Benefits	5,441,417	5,525,163
Professional services	619,647	580,131
Property maintenance services	2,430,802	2,002,244
Contracted services	776,553	879,989
Supplies & materials	23,718,360	21,768,237
Travel	86,316	83,095
Furniture & equipment	464,100	1,592,467
Other objects	(3,976,643)	63,404
Charter schools	-	-
Total expenditures	<u>48,279,208</u>	<u>51,976,253</u>
Excess (deficiency) of revenues over expenditures	<u>4,132,081</u>	<u>4,248,562</u>
Beginning Fund Balance	9,303,232	14,060,617
Increase (decrease) in reserve for encumbrance	625,304	494,176
Ending Fund Balance	<u>\$ 14,060,617</u>	<u>\$ 18,803,355</u>

2010 - 11 Actual	2011 - 12 Amended Budget	2012 - 13 Budget
\$ 634,240	\$ 3,290,000	\$ 3,300,000
44,579,240	46,639,493	48,907,000
11,631,331	9,070,507	18,979,000
<u>56,844,811</u>	<u>59,000,000</u>	<u>71,186,000</u>
19,841,712	21,205,830	23,708,677
5,637,079	6,484,597	7,332,430
771,204	1,135,000	2,350,000
2,279,923	2,470,000	2,273,393
825,207	822,500	742,500
22,483,379	24,454,073	28,529,000
72,544	95,000	110,000
1,873,941	5,310,000	4,585,000
39,213	1,568,000	1,555,000
-	-	-
<u>53,824,202</u>	<u>63,545,000</u>	<u>71,186,000</u>
3,020,609	(4,545,000)	-
18,803,355	21,451,083	16,906,083
(372,881)	-	-
<u>\$ 21,451,083</u>	<u>\$ 16,906,083</u>	<u>\$ 16,906,083</u>

**IV. GOVERNMENTAL FUNDS (concl'd)****D. SPECIAL REVENUE FUNDS (concl'd)****Memphis City School
2012-13
Fund 5 Summary**

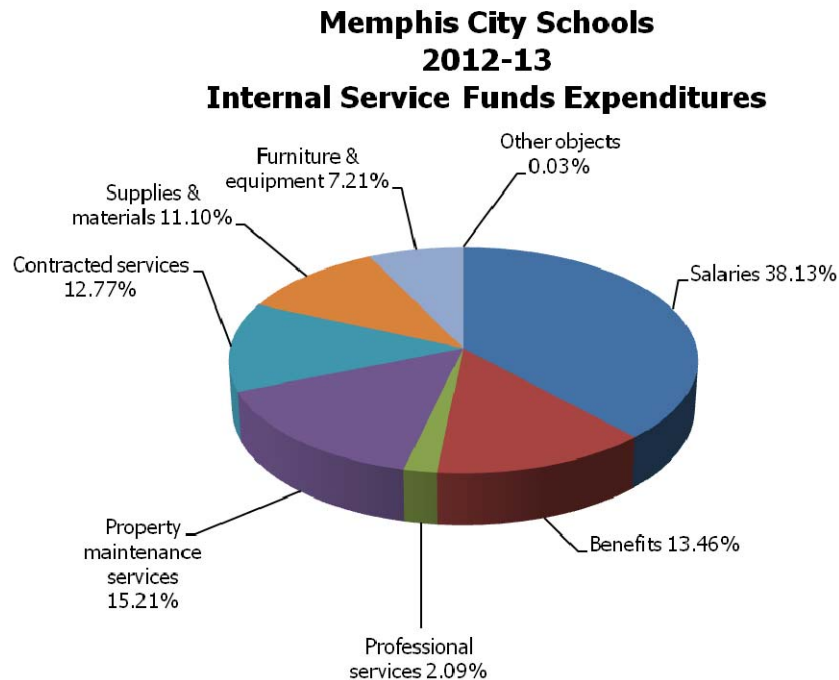
		2012-13	
		Budget	Staffing Level
Food Service Fund		\$ 71,186,000	1,512
Total		\$ 71,186,000	1,512

V. PROPRIETARY FUNDS

A. INTERNAL SERVICE FUNDS

The District has two Internal Service Funds that are appropriated: Printing Services and Supply Chain Management. Printing Services provides secure confidential and economical printing for the Memphis City Schools District administrative offices as well as schools and other support divisions. Printing Services has state of the art digital monochrome and full color printers, as well as a full offset print shop for larger volumes of printing. Full finishing and bindery services; variable data printing; bulk mail services such as letter insertion, envelope addressing and sorting; wide-format printing and banners; as well as graphic design are available through our partnership with Graphic Services. We also consult with departments, divisions and schools to develop the most economical alternatives for their communication needs. Printing Services assists with the development of professional bid specifications for outsourced services and materials procurement.

Supply Chain Management provides for the planning, implementing and controlling the operations of the supply chain with the purpose of satisfying the customer requirements as efficiently as possible. It encompasses all activities involved in requisition, receiving and distribution of needed inventory necessary for the functioning of Memphis City Schools. Supplies and materials purchased and distributed include testing materials, textbooks and workbooks, custodial supplies and chemicals (i.e. toilet paper, hand towels, floor wax), duplicating paper, vehicle fuel, educational material, and vocational material. Supply Chain Management conducts activities in three levels: strategic, tactical and operational. Strategic activities include network optimization, strategic partnerships with suppliers and customers critical for operational improvements such as cross docking, direct shipping, and third-part logistics, and IT infrastructure to support efficient supply chain operations. Tactical activities include collaboration with Division of Procurement Services in source planning including current inventory and forecast demand, inbound operations, outbound operations, and performance tracking. In the coming year, additional focus will be given to extending the supply chain business partners, and suppliers to optimize performance and financial efficiency for MCS.



V. PROPRIETARY FUNDS (cont'd)
A. INTERNAL SERVICE FUNDS (cont'd)
SUMMARY OF BUDGETS – ALL PROPRIETARY FUNDS BY FUNCTION
FISCAL YEAR 2012-13 BUDGET
With Comparative Information for Fiscal Years 2010-11 through 2012-13

	2010 - 11 Actual	2011 - 12 Amended Budget	2012 - 13 Budget
Revenues			
Other local sources	\$ 2,214,576	\$ 2,386,207	\$ 2,446,492
Total revenues	<u>2,214,576</u>	<u>2,386,207</u>	<u>2,446,492</u>
Expenditures			
Current:			
Other support services	854,796	1,429,734	1,441,939
Plant services	916,903	956,473	1,004,553
Total expenditures	<u>1,771,699</u>	<u>2,386,207</u>	<u>2,446,492</u>
Excess (deficiency) of revenues over expenditures	<u>442,877</u>	<u>-</u>	<u>-</u>
Beginning Fund Balance	-	442,877	442,877
Ending Fund Balance	<u>\$ 442,877</u>	<u>\$ 442,877</u>	<u>\$ 442,877</u>

V. PROPRIETARY FUNDS (cont'd)
A. INTERNAL SERVICE FUNDS (cont'd)
SUMMARY OF BUDGETS – ALL PROPRIETARY FUNDS BY OBJECT
FISCAL YEAR 2012-13 BUDGET
With Comparative Information for Fiscal Years 2010-11 through 2012-13

	2010 - 11 Actual	2011 - 12 Amended Budget	2012 - 13 Budget
Revenues			
Other local sources	\$ 2,214,576	\$ 2,386,207	\$ 2,446,492
Total revenues	<u>2,214,576</u>	<u>2,386,207</u>	<u>2,446,492</u>
Expenditures			
Salaries	959,053	897,311	932,904
Benefits	297,404	304,766	329,458
Professional services	10,978	51,000	51,000
Property maintenance services	226,747	372,000	372,000
Contracted services	120,178	312,500	312,500
Supplies & materials	140,822	271,500	271,500
Travel	20	-	-
Furniture & equipment	16,432	176,500	176,500
Other objects	65	630	630
Total expenditures	<u>1,771,699</u>	<u>2,386,207</u>	<u>2,446,492</u>
Excess (deficiency) of revenues over expenditures	<u>442,877</u>	<u>-</u>	<u>-</u>
Beginning Fund Balance	-	442,877	442,877
Ending Fund Balance	<u>\$ 442,877</u>	<u>\$ 442,877</u>	<u>\$ 442,877</u>

**V. PROPRIETARY FUNDS (cont'd)****A. INTERNAL SERVICE FUNDS (cont'd)****INTERNAL SERVICE FUNDS BY FUNCTION
FISCAL YEAR 2012-13 BUDGET**

	Printing Services Fund	Supply Chain Management Fund	Total Internal Service Funds
Revenues			
Other local sources	\$ 1,441,939	\$ 1,004,553	\$ 2,446,492
Total revenues	<u>1,441,939</u>	<u>1,004,553</u>	<u>2,446,492</u>
Expenditures			
Other support services	1,441,939	-	1,441,939
Total expenditures	<u>1,441,939</u>	<u>1,004,553</u>	<u>2,446,492</u>
Beginning Fund Balance	354,796	88,081	442,877
Ending Fund Balance	<u>\$ 354,796</u>	<u>\$ 88,081</u>	<u>\$ 442,877</u>

**V. PROPRIETARY FUNDS (concl'd)****A. INTERNAL SERVICE FUNDS (concl'd)****INTERNAL SERVICE FUNDS BY OBJECT
FISCAL YEAR 2012-13 BUDGET**

	Printing Services Fund	Supply Chain Management Fund	Total Internal Service Funds
Revenues			
Other local sources	\$ 1,441,939	\$ 1,004,553	\$ 2,446,492
Total revenues	<u>1,441,939</u>	<u>1,004,553</u>	<u>2,446,492</u>
Expenditures			
Salaries	317,810	615,094	932,904
Benefits	107,129	222,329	329,458
Professional services	42,000	9,000	51,000
Property maintenance services	316,000	56,000	372,000
Contracted services	283,000	29,500	312,500
Supplies & materials	226,000	45,500	271,500
Furniture & equipment	150,000	26,500	176,500
Other objects	-	630	630
Total expenditures	<u>1,441,939</u>	<u>1,004,553</u>	<u>2,446,492</u>
Beginning Fund Balance	<u>354,796</u>	<u>88,081</u>	<u>442,877</u>
Ending Fund Balance	<u>\$ 354,796</u>	<u>\$ 88,081</u>	<u>\$ 442,877</u>



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INFORMATIONAL SECTION

The Informational Section of the budget includes the following information:

- I. DISTRICT ENROLLMENT TRENDS
 - A. Enrollment History and Projections by School
 - B. Enrollment Projection Methodology
 - C. Enrollment Projections by Grade Level
 - D. Weighted Full-time Equivalent Average Daily Attendance Comparison
- II. STAFFING TRENDS
 - A. Staffing Formula
 - B. Staffing Levels
 - C. Positions by Function and Job Description
 - General Fund 1
 - D. Positions by Project and Job Description
 - Capital Improvement Project – Fund 2
 - Non-Federal Programs – Fund 4
 - E. Positions by Function and Job Description
 - Non-Federal Programs – Fund 5
 - F. Positions by Project and Job Description
 - Federal Projects – Fund 6
 - G. Positions by Fund and Job Description – Internal Service Funds
 - Printing Services
 - Supply Chain Management
- III. FINANCIAL ASSUMPTIONS AND PROJECTIONS
- IV. DEBT RETIREMENT SCHEDULE
- V. PROPERTY CLASSIFICATIONS AND ASSESSED PROPERTY VALUE
 - A. Comparison of Bonded Debt to Assessed Value, Estimated Actual and Population
 - B. Assessed Value and Estimated Actual Value of taxable Property
 - C. Impact on Taxpayers
 - D. Principal Property Taxpayers
- VI. TAX RATE TRENDS
- VII. STATISTICAL AND OTHER INFORMATION
 - A. Income per Capita and City of Memphis Population
 - B. Principal Employers
 - C. School Lunch Program
 - D. General Fund Expenditure Per Pupil Expenditures
 - E. Pupil Transportation Statistics
 - F. Memphis Community Survey
- VIII. OTHER STRATEGIC INITIATIVES
- IX. DISTRICT PERFORMANCE OBJECTIVES
- X. STUDENT PERFORMANCE
 - A. Academic Achievement Grades

INFORMATIONAL SECTION (concl'd)

- X. STUDENT PERFORMANCE (concl'd)
 - B. 2012 System Value Added TCAP Math
 - C. 2012 System Value Added TCAP Reading/Language
 - D. 2012 System Value Added End of Course/AYP Algebra I
 - E. Race to the Top Goals
- XI. SURVEYS
 - A. Students Class and Teacher Satisfaction Results
 - B. Climate Survey
- XII. GLOSSARY OF TERMS
- XIII. ADDITIONAL BUDGET INFORMATION
 - A. Budget Resolution
 - B. Initial to Proposed Budget Reconciliation
 - C. Proposed to Adopted Budget Reconciliation
- XIV. HELPFUL LINKS

I. DISTRICT ENROLLMENT TRENDS

A. ENROLLMENT HISTORY AND PROJECTIONS BY SCHOOL

School/Building	2009	2010	2011	2012	2013*
A. B. Hill ES (1909)	383	351	344	301	262
A. Maceo Walker MS (2003)	772	637	681	603	530
Airways MS (1964)	346	329	339	304	291
Alcy ES (1970)	262	284	262	262	264
Alton ES (1969)	419	366	353	329	327
American Way MS (2003)	1,014	1,052	932	797	708
Avon-Lenox ES (1955)	72	61	58	74	-
B.T. Washington HS (1949)	649	573	493	517	449
Balmoral ES (1970)	-	-	-	-	-
Bellevue MS (1928)	546	539	572	548	538
Berclair ES (1953)	510	537	604	595	634
Bethel Grove ES (1932)	346	295	254	269	247
Brookmeade ES (1960)	314	304	267	199	153
Brownsville Rd ES (1966)	604	647	596	643	632
Bruce ES (1999)	445	468	476	414	398
Caldwell ES (1959)	276	253	-	-	-
Caldwell-Guthrie ES (1998)	255	235	407	364	345
Carnes ES (1905)	314	300	300	327	332
Carver HS (1956)	703	575	575	497	420
Central HS (1915)	1,708	1,727	1,788	1,786	1,755
Charjean ES (1950)	431	413	408	397	380
Cherokee ES (1951)	439	399	367	377	357
Chickasaw MS (1970)	442	467	428	456	397
Chimneyrock	-	-	835	842	859
Coleman ES (1910)	549	487	448	516	509
Colonial MS (1954)	1,110	1,109	1,163	1,125	1,121
Cordova ES (2002)	724	777	797	756	725
Cordova HS (1997)	2,046	2,041	1,918	1,918	1,883
Cordova MS (1993)	1,108	1,148	958	878	886
Corning ES (1967)	405	409	344	296	242
Coro Lake ES (1974)	179	162	148	131	123
Corry MS (1959)	344	336	267	260	227
Craigmont HS (1978)	1,155	1,120	1,132	1,055	1,012
Craigmont MS (2001)	869	855	849	814	785
Cromwell ES (1963)	541	513	459	453	437
Crump ES (1999)	1,025	974	978	1,015	991
Cummings ES (1961)	433	489	502	560	561
Cypress MS (1966)	407	394	375	309	281
Delano ES (1957)	282	321	320	281	269
Denver ES (1963)	265	298	286	290	623
Double Tree ES (1977)	450	409	427	414	413
Douglass ES (1964)	407	409	392	366	338
Douglass HS (2008)	359	627	680	668	635
Downtown ES (2003)	645	632	636	587	547
Dunbar ES (1955)	278	268	248	233	223
East HS (1948)	1,058	1,087	969	877	794
Egypt ES (1964)	749	706	593	646	650
Evans ES (1965)	660	628	610	627	604
Fairley ES (1960)	357	329	289	317	304
Fairley HS (1970)	1,005	879	804	726	659
Fairview MS (1930)	316	325	263	280	238
	28,976	28,544	28,194	27,299	26,358

I. DISTRICT ENROLLMENT TRENDS (cont'd)

A. ENROLLMENT HISTORY AND PROJECTIONS BY SCHOOL (cont'd)

School/Building	2009	2010	2011	2012	2013*
Florida-Kansas ES (2000)	361	371	353	304	295
Ford Road ES (1952)	632	609	609	605	579
Fox Meadows ES (1965)	750	683	719	703	719
Frayser ES (1954)	523	450	479	400	253
Frayser HS (1957)	970	893	746	657	585
Gardenvue ES (1967)	439	461	442	398	362
Geeter MS (1961)	429	443	450	376	333
Georgia Avenue ES (1960)	514	506	468	295	271
Georgian Hills ES (1951)	409	362	339	330	280
Georgian Hills MS (1959)	457	449	378	326	260
Germanshire ES (2001)	816	800	789	819	812
Getwell ES (2001)	692	595	538	448	431
Goodlett ES (1964)	362	381	427	426	423
Gordon ES (1992)	354	346	339	283	247
Graceland ES (1958)	379	436	389	346	301
Grahamwood ES (1953)	950	995	1,038	959	994
Grandview Hts. ES (1953)	521	528	488	434	476
Graves ES (1953)	572	439	454	347	321
Hamilton ES (1964)	512	452	418	388	380
Hamilton HS (1972)	1,334	1,196	1,080	906	792
Hamilton MS (1946)	464	417	354	354	302
Hanley ES (1960)	717	706	654	650	625
Havenvue MS (1960)	835	845	836	866	807
Hawkins Mill ES (1965)	393	408	384	358	316
Hickory Ridge ES (2001)	812	815	836	880	908
Hickory Ridge MS (2001)	968	910	897	888	866
Hillcrest HS (1962)	856	804	751	701	624
Hollywood ES (1933)	Charter School	Charter School	Charter School	Charter School	Charter School
Holmes Road ES (2001)	717	701	647	609	573
Humes MS (1925)	470	407	346	295	303
Ida B. Wells (1908)	91	112	117	112	132
Idlewild ES (1903)	453	470	489	474	475
Jackson ES (1957)	361	357	358	304	315
John P. Freeman MS (1973)	630	596	543	548	556
Kate Bond ES (1993)	993	1,007	1,034	1,086	1,079
Kate Bond MS (2012)	-	-	-	1,135	1,223
Keystone ES (1991)	559	509	459	436	402
Kingsbury ES (1959)	561	524	527	480	452
Kingsbury MS (1955)	452	518	518	576	531
Kingsbury HS (1950)	980	1,000	1,057	1,075	1,079
Kirby HS (1980)	1,758	1,863	1,526	1,439	1,402
Kirby MS (1987)	869	873	730	736	687
Klondike ES (1939)	300	269	282	260	247
Knight Road ES (1959)	429	434	478	486	505
Lakeview ES (1959)	175	135	100	99	91
Lanier MS (1970)	489	431	379	380	377
Larose ES (1963)	269	267	236	232	204
Lauderdale ES (1908)	-	-	-	-	-
Lester ES (1955)	683	668	609	583	545
	28,260	27,441	26,090	25,792	24,740

I. DISTRICT ENROLLMENT TRENDS (cont'd)

A. ENROLLMENT HISTORY AND PROJECTIONS BY SCHOOL (cont'd)

School/Building	2009	2010	2011	2012	2013*
Levi ES (1992)	417	411	434	405	403
Lincoln ES (1952)	232	201	188	184	169
Longview MS (1954)	-	-	-	-	-
Lucie E. Campbell ES (2002)	646	583	517	479	450
Macon ES (1955)	-	-	-	-	-
Magnolia ES (1950)	372	356	353	354	308
Manassas HS-New (2007)	617	605	613	553	468
Manor Lake ES (1971)	334	308	296	266	253
Melrose HS (1970)	1,257	1,047	1,007	951	861
Memphis Health Careers Academy (2007)	79	85	106	95	100
Mitchell HS (1957,2002)	927	785	591	559	457
Middle College High	231	219	211	221	226
Newberry ES (1970)	513	538	524	514	518
Norris ES (1960)	195	198	180	172	168
Northside HS (1967)	754	608	442	352	290
Oak Forest ES (1994)	746	835	838	894	880
Oakhaven ES (1957)	685	603	545	571	579
Oakhaven HS (1956)	518	476	496	456	440
Oakhaven MS (1963)	215	176	299	282	270
Oakshire ES (1966)	513	549	473	483	447
Orleans ES (1965)	210	166	144	172	162
Overton HS (1959)	1,298	1,331	1,380	1,351	1,313
Peabody ES (1909)	419	400	334	373	374
Pyramid Academy (1940)	549	-	-	-	-
Raineshaven ES (1959)	182	152	141	164	164
Raleigh-Bartlett ES (1976)	534	551	507	446	419
Raleigh-Egypt HS (1969)	1,286	1,278	962	931	844
Raleigh-Egypt MS (1969)	868	839	719	686	589
Richland ES (1957)	727	763	769	786	779
Ridgeway/Balmoral ES (1970)	322	298	346	394	414
Ridgeway ES (1969)	-	-	-	-	-
Ridgeway HS (1970)	1,342	1,327	1,205	1,198	1,204
Ridgeway MS (2001)	1,006	1,022	859	794	753
River City High (1956)	129	85	-	-	-
Riverview ES (1952)	375	360	346	340	328
Riverview MS (1967)	345	366	297	263	241
Riverwood ES (2011)	-	-	840	974	1,009
Robert R. Church ES (2001)	679	578	545	560	562
Ross ES (1976)	1,043	1,006	888	871	808
Rozelle ES (1914)	316	314	313	287	280
Scenic Hills ES (1957)	318	343	366	354	358
Sea Isle ES (1955)	434	472	499	510	472
Shady Grove ES (1962)	383	360	363	439	466
Shannon ES (1959)	326	251	234	249	235
Sharpe ES (1954)	412	420	417	445	433
Sheffield ES (1970)	432	410	422	444	453
Sheffield HS (1966)	859	852	969	961	914
Shelby Oaks ES (1990)	968	888	901	896	885
Sherwood ES (1950)	624	609	636	697	707
Sherwood MS (1957)	710	711	567	566	509
Shrine School (1976)	231	256	395	235	-
	26,578	24,991	24,477	24,177	22,962

I. DISTRICT ENROLLMENT TRENDS (cont'd)

A. ENROLLMENT HISTORY AND PROJECTIONS BY SCHOOL (cont'd)

School/Building	2009	2010	2011	2012	2013*
Snowden ES (1909)	1,541	1,557	1,528	1,584	1,604
South Park ES (1998)	462	455	493	504	494
South Side MS (1962)	412	412	356	312	237
South Side HS (1962)	-	-	-	-	-
Spring Hill ES (1956)	430	418	369	366	331
Springdale ES (1940)	293	289	296	331	321
Treadwell ES (1985)	665	586	607	670	687
Treadwell MS (1948)	540	319	309	380	385
Trezevant HS (1960)	959	899	801	660	612
Vance MS (1971)	368	386	329	260	239
Vollentine ES (1930)	414	351	330	299	278
Wells Station ES (1954)	652	659	663	653	676
Westhaven ES (1956)	477	443	433	442	383
Westside ES (1952)	412	402	332	361	347
Westside HS (1958)	-	-	-	-	-
Westside MS (1958)	431	415	540	540	483
Westwood ES (1962)	381	347	319	293	261
Westwood HS (1958)	494	505	527	545	514
White Station ES (1933)	546	594	630	642	632
White Station HS (1952)	2,122	2,206	2,197	2,225	2,243
White Station MS (1960,2007)	1,156	1,214	1,235	1,259	1,256
Whitehaven ES (1949)	363	345	395	402	389
Whitehaven HS (1931)	2,056	2,106	2,073	2,042	2,042
White's Chapel ES (1951)	188	167	143	156	153
Whitney ES (1962)	512	422	419	379	290
William H. Brewster ES (2006)	552	618	546	538	500
Willow Oaks ES (1951)	700	687	662	686	675
Winchester ES (1960)	476	417	447	529	532
Winridge ES (2001)	834	767	741	740	749
Wooddale HS (1967)	1,511	1,429	1,423	1,508	1,442
Wooddale MS (1970)	941	887	830	888	847
	20,888	20,302	19,973	20,194	19,602

I. DISTRICT ENROLLMENT TRENDS (cont'd)

A. ENROLLMENT HISTORY AND PROJECTIONS BY SCHOOL (cont'd)

Charter Schools	2009	2010	2011	2012	2013*
Circles of Success Learning Academy	141	171	206	177	177
City Boys Prep	-	41	106	120	114
City University School of Liberal Arts	350	336	336	320	310
Freedom Prep Academy Academy	-	95	196	248	299
KIPP Diamond (est. 2009)	275	313	402	118	200
Memphis Academy of Health Sciences MS	-	-	-	296	303
Memphis Academy of Health Sciences HS	265	295	288	341	351
Memphis Academy of Health Science High	92	180	278	-	-
Memphis Academy of Science & Engineering	690	743	726	590	523
Memphis Business Academy MS	202	240	321	363	363
Memphis Business Academy HS	80	139	317	345	370
Memphis College Preparatory	-	-	66	97	133
Memphis School of Excellence	-	-	263	308	330
New Consortium of Business Law	-	-	36	67	90
Omni Prep Academy - North Pointe Lower	-	-	103	88	101
Omni Prep Academy - North Pointe Middle	-	-	79	95	128
Power Center	121	199	299	425	546
Promise Academy	227	338	382	395	404
Soulsville Academy	236	300	369	478	496
Southern Avenue	158	199	212	276	284
Southern Avenue Middle	-	-	103	197	298
Star Academy	239	239	238	231	236
Veritas College Preparatory	-	-	67	118	170
Yo! Academy	-	-	-	-	-
Total Charter School Enrollments	3,076	3,828	5,393	5,693	6,226
District Total Enrollment	108,446	107,021	106,656	105,451	102,390

*Fiscal Year 2013 does not include CDC enrollment by location as does historical data. Special education enrollment is expected to be 2,439; however, enrollment by location is currently unknown.

Note: The District has four new charter schools; however, they are not presented because enrollment projections are currently unknown. Enrollment projections were developed before a decision was made to close three elementary schools: Georgia Avenue Elementary, Graceland Elementary and Lakeview Elementary. Students currently assigned to these schools were reassigned to: Larose Elementary, Manor Lake Elementary, Raineshaven Elementary and Robert R. Church Elementary. In addition, the State ASD will run Corning Elementary, Frayser Elementary and Westside Middle School. The State ASD will co-manage the following school locations: Gordon and Lester

I. DISTRICT ENROLLMENT TRENDS (cont'd)**B. ENROLLMENT PROJECTION METHODOLOGY**

Enrollment projections are conducted using a cohort survival methodology. This method involves moving students up from one grade to the next and applying survival ratios to capture an approximate rate of change. Survival ratios are developed using recent trend data to estimate the rate at which a full grade cohort will move from one grade to the next over the course of future years.

Live birth data is used to project kindergarten classes for future years. Birth data, provided by the Memphis and Shelby County Health Department, is available to Memphis City Schools by zip code. As with other grades, a survival ratio called the birth-to-kindergarten ratio is developed. Birth-to-kindergarten ratios capture the rate to which births in a given zip code will matriculate to kindergarten five years later. Trend data of births versus kindergarten enrollment over the course of several years assists with developing the birth-to-kindergarten ratio.

Classes entering new schools (for example, 6th grade for middle and 9th grade for high) are estimated by multiplying the total students from zones of feeder schools by a survival ratio developed by examining the likelihood that students from one feeder school will attend the next school in the feeder pattern and the average change in class size from one year to the next for each feeder school. Finally, a percentage of students who may attend from outside of the feeder school boundaries are added to the total to account for transfers.

Cohort survival enrollment projection methodology is the most common process for forecasting future school enrollment. This method is used by many school districts across the country, including some of the largest. New York City, Los Angeles, Chicago and Broward County, Florida are examples of school districts that employ this method. In fact, it is recommended for use by the New York State Education Department.

Use of the cohort analysis model began in the 1950s. However, in the 1970s, school districts began to commonly use this method. Many municipalities and regional governments use cohort survival analysis to forecast population for their respective political geographies.

Benefits to using cohort survival methodology are:

- It is relatively easy to use.
- The method can account for numerous factors (such as migration, retention, population flux, dropouts, failures, etc.).
- It normally demonstrates a high degree of short-term accuracy.

Drawbacks of the methodology are:

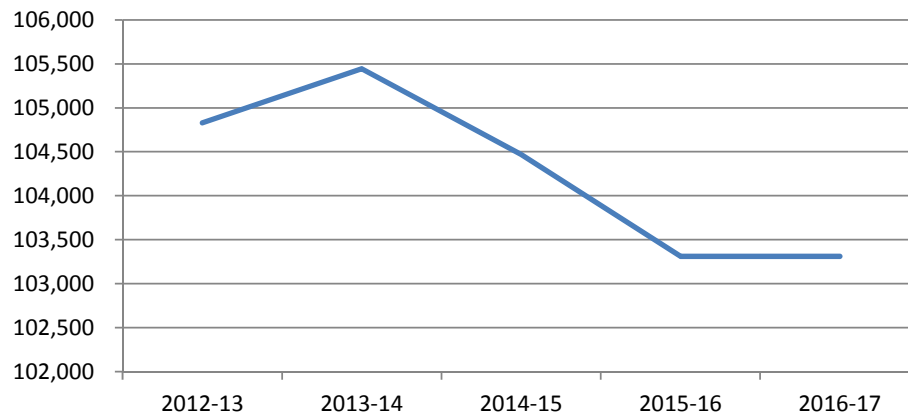
- Accuracy is lessened in areas of instability since it assumes that the future will be similar to the past.
- It does not account for single, critical events (e.g., a major employer closing).
- Forecasts beyond roughly five years are less reliable than more short-term periods of time.

I. DISTRICT ENROLLMENT TRENDS (cont'd)

C. ENROLLMENT PROJECTIONS BY GRADE LEVEL

Grade Level	2012-13	2013-14	2014-15	2015-16	2016-17
Special Education	2,439	2,438	2,416	2,389	2,389
K	8,714	8,609	8,283	8,333	8,333
1	8,762	8,641	8,478	8,158	8,158
2	8,178	8,356	8,405	8,243	8,243
3	8,198	7,925	8,218	8,265	8,265
4	8,001	7,945	7,640	7,914	7,914
5	7,920	7,928	7,708	7,409	7,409
6	7,623	8,188	8,129	7,886	7,886
7	7,675	7,994	8,182	8,138	8,138
8	7,547	7,613	7,561	7,731	7,731
9	8,634	8,046	8,220	8,052	8,052
10	7,581	7,627	7,240	7,401	7,401
11	6,907	7,304	7,009	6,661	6,661
12	6,650	6,830	6,982	6,733	6,733
Total	104,829	105,444	104,471	103,313	103,313

Enrollment Projection Totals



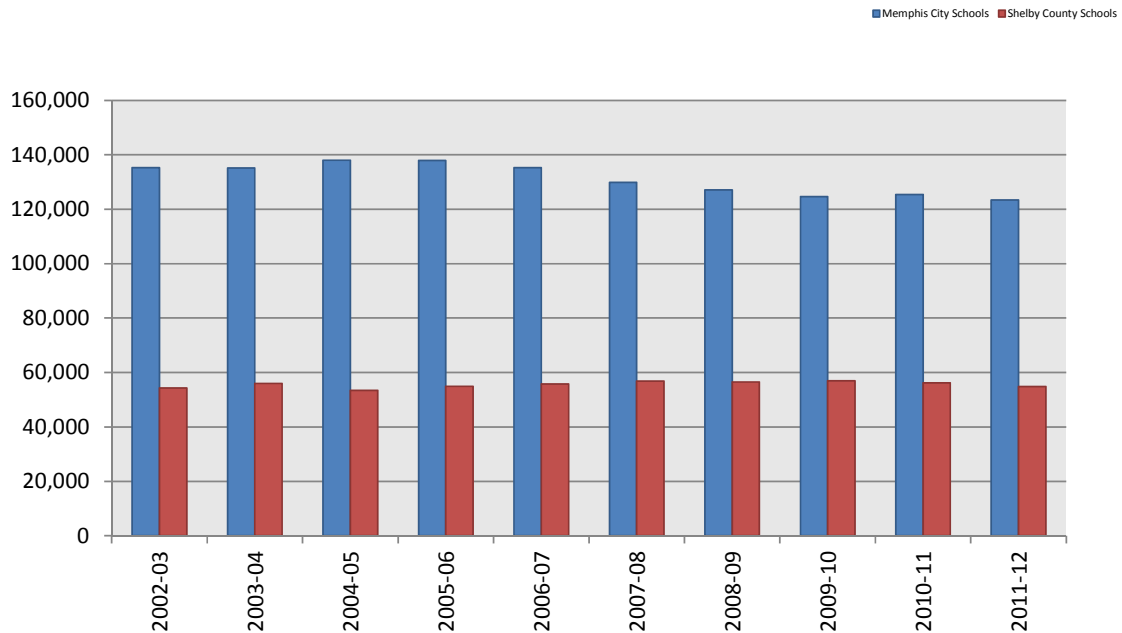
I. DISTRICT ENROLLMENT TRENDS (concl'd)

D. WEIGHTED FULL-TIME EQUIVALENT AVERAGE DAILY ATTENDANCE COMPARISON

Fiscal Year	Memphis City Schools	Percent of Total	Shelby County Schools	Percent of Total
2002-03	135,236	71.35 %	54,310	28.65 %
2003-04	135,183	70.69 %	56,039	29.31 %
2004-05	138,043	72.09 %	53,435	27.91 %
2005-06	137,932	71.51 %	54,943	28.49 %
2006-07	135,268	70.82 %	55,745	29.18 %
2007-08	129,872	69.57 %	56,799	30.43 %
2008-09	127,073	69.22 %	56,503	30.78 %
2009-10	124,691	68.67 %	56,905	31.33 %
2010-11	125,369	69.06 %	56,162	30.94 %
2011-12	123,400	69.24 %	54,823	30.76 %

Source: Letter of notification, State of Tennessee

Note: Local funding is based on Weighted Full-time Equivalent Average Daily Attendance (WFTEADA).



II. STAFFING TRENDS**A. STAFFING FORMULA****2012-13
Memphis City Schools Staffing Formula****Classroom Teachers****Grades K-3**

One teacher per every 20 students will be allocated.

Grades 4-6

One teacher per every 25 students will be allocated.

Grades 7-8

One teacher per every 26 students will be allocated.

Grades 9-12

One teacher per every 28 students will be allocated.

Career and Technology

One teacher per every 20 students will be allocated.

English as a Second Language (ESL)

One teacher per every 40 students will be allocated.

ROTC

Staffed as follows:

Enrollment	Officer	NCO
100-150	1	1
151-250	1	2
251-350	1	3
351-499	1	4

II. STAFFING TRENDS (cont'd)

A. STAFFING FORMULA (concl'd)

2012-13 Memphis City Schools Staffing Formula

School Administration & Support Personnel

SCHOOL CLERICAL		
Student Membership	Positions Elementary	Positions Secondary
1	2	2
500	2	3
650	2	3
750	3	4
900	3	4
1000	3	4
1100	4	5
1650	4	6
2050	4	7

ASSISTANT PRINCIPALS		
Student Membership	Positions Elementary	Positions Secondary
200	0	1
660	1	1
1000	1	2
1100	2	2
1250	2	3
1500	2	4
1750 Plus	2	5

| ELEMENTARY GUIDANCE COUNSELORS | | |
| One Per Location | | |

SECONDARY GUIDANCE COUNSELORS		
Student Membership	Positions	
1	1	
750	2	
1000	3	
1500	4	
1600 Plus	5	

LIBRARIANS		
Student Membership	Positions Elementary	Positions Secondary
1	1	1
1050	2	2
1750 Plus	2	3
EDUCATIONAL ASSISTANTS		
K-3 Student Membership		
One Per Elementary School	7-Hour Position	

II. STAFFING TRENDS (cont'd)

B. STAFFING LEVELS

For fiscal year 2012-13, the District has budgeted for 13,031.54 positions, a decrease of 3% compared to the fiscal year 2011-12 amended budget (13,435.01). School staffing needs are determined by the use of a staffing model, which bases these needs upon changes in enrollment/ADM, the opening/closing of schools and other relevant factors.

Personnel costs account for almost 72% of the Districts' expenditures for all funds and 80% of the District's General Fund. To control the impact of increasing salaries and related fringe benefits, several measures have been implemented over the past few years. 1) The District has eliminated 1,574 positions over the last five years in the General Fund alone. Reductions in Special Revenue positions are based upon the expiration of grant funds. 2) The District evaluated all administrative managerial positions to ensure that positions are leveled correctly. 3) Position control was implemented to ensure that the District staffing for FTEs remains within the authorized complement and request for salary increases must be approved by Compensation and the Superintendent. 4) 21 Behavioral Specialists and 75 12 Month 5 Hour Custodial (46.875 FTEs) positions were eliminated in fiscal year 2012-13. Forty-five positions were eliminated in fiscal year 2012-13 due to the closure of three elementary schools: Georgia Avenue, Graceland and Lakeview. 5) Structural changes to the Health insurance plan began in fiscal year 2009-10 when the District moved from dual plan coverage to a single plan. In fiscal year 2011-12, the District increased the single employee health contribution from 20% to 30% to align with the employee contribution for family coverage and eliminated the District's contribution for Dental and Vision plans. The District implemented a Medicare Supplement for Medicare eligible retirees in fiscal year 2011-12.

A major challenge to continuing this downward trend in reduction in personnel costs is the need to provide highly effective teachers in every classroom when the Common Core State Standards are ratcheting upward. The District has experienced a decline in behavioral incidents over the last few years and believes the climates in the schools will be sustained. Although Behavioral Specialists are being eliminated, the District does not anticipate a negative impact on classroom instruction.

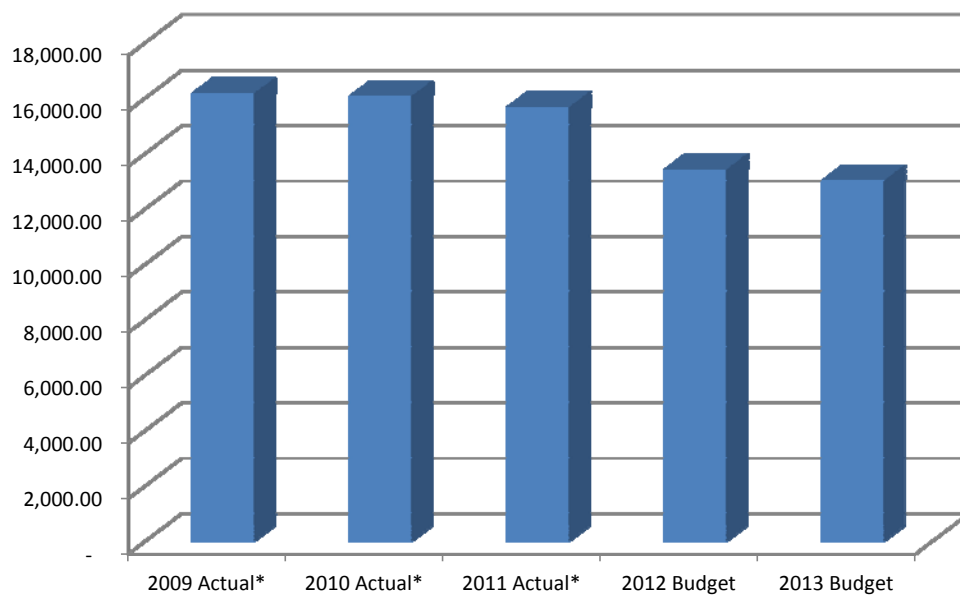
Staffing levels on the following page represents the actual positions for fiscal years 2009 through 2011 and budgeted positions for fiscal years 2012 and 2013. The actual figures include all staff (full-time and part-time). The District does not budget all part-time positions, but does budget an amount for part-time salaries. Budget Center Managers are responsible for restricting expenditures to remain within the allocated part-time budget.

II. STAFFING TRENDS (cont'd)

B. STAFFING LEVELS (concl'd)

	2009 Actual*	2010 Actual*	2011 Actual*	2012 Budget	2013 Budget
Full-Time Staff					
Officials/Administration/Management	77.00	92.00	96.00	96.65	102.18
Principals	186.00	193.00	194.00	187.50	184.50
Assistant Principals, Non-Teachers	198.00	161.00	164.00	148.00	156.00
Elementary Classroom Teachers	3,023.00	2,661.00	2,725.00	2,811.00	2,740.50
Secondary Classroom Teachers	3,013.00	2,385.00	2,421.00	1,852.10	1,803.50
Other Classroom Teachers	1,212.00	1,981.00	1,872.00	2,002.06	2,024.49
Guidance	214.00	249.00	243.00	248.88	242.00
Psychological	67.00	71.00	73.00	101.00	77.00
Librarian/Audio/Visual	155.00	178.00	178.00	186.50	187.00
Consultants/Supervisors	54.00	51.00	50.00	54.00	65.00
Other Professional	493.00	473.00	546.00	358.90	440.52
Teachers' Aides	1,365.00	1,458.00	1,431.00	1,599.38	1,289.00
Technicians	136.00	187.00	185.00	201.00	207.99
Clerical/Secretarial	750.00	783.00	780.00	742.16	727.36
Service Workers	1,974.00	1,691.00	1,707.00	2,417.88	2,444.00
Skilled Crafts	221.00	205.00	184.00	186.00	186.00
Laborers Unskilled	113.00	117.00	108.00	104.00	135.00
Totals	13,251.00	12,936.00	12,957.00	13,297.01	13,012.04
Part-Time Staff					
Professional Instructional	92.00	52.00	66.00	7.00	-
All Others	2,838.00	3,093.00	2,659.00	131.00	19.50
Totals	2,930.00	3,145.00	2,725.00	138.00	19.50
Total Full-Time & Part-Time Staff	16,181.00	16,081.00	15,682.00	13,435.01	13,031.54

*Source: Elementary-Secondary Staff Information (EEO-5) Report



II. STAFFING TRENDS (cont'd)

C. POSITIONS BY FUNCTION AND JOB DESCRIPTION

MEMPHIS CITY SCHOOLS POSITIONS BY FUNCTION AND JOB DESCRIPTION GENERAL FUND 1 FISCAL YEARS 2011 – 2013

Function and Job Description	Fiscal Year 2010-11	Fiscal Year 2011-12	Fiscal Year 2012-13	Variance 2012-13
1111 Elementary K - 3	1,796.50	1,745.00	1,736.00	(9.00)
02020100 CLASSROOM TEACHER K-3	1,689.50	1,628.00	1,633.00	5.00
09060200 EDUCATIONAL ASSISTANT	-	-	-	-
09060300 EDUCATIONAL ASSISTANT - 4 HOUR	-	-	-	-
09060600 EDUCATIONAL ASST - ELEMENTARY	107.00	117.00	103.00	(14.00)
1121 Elementary 4 - 6	953.00	928.00	901.00	(27.00)
02020300 CLASSROOM TEACHER 4-6	953.00	928.00	899.00	(29.00)
02020400 CLASSROOM TEACHER 4-6	-	-	2.00	2.00
1131 World Language Program	55.00	46.00	46.00	-
01070200 SPECIAL PROJECT ASSISTANT	1.00	1.00	1.00	-
02020300 CLASSROOM TEACHER 4-6	-	2.00	-	(2.00)
02020500 CLASSROOM TEACHER-SECONDARY	23.00	22.00	16.00	(6.00)
02021300 CLASSROOM TEACHER-SPECIAL SKILLS	31.00	21.00	29.00	8.00
02340200 TEACHER ON ASSIGNMENT	-	-	-	-
1132 Special Skills	232.50	227.50	222.50	(5.00)
02020100 CLASSROOM TEACHER K-3	2.00	4.00	-	(4.00)
02020300 CLASSROOM TEACHER 4-6	-	7.00	-	(7.00)
02020500 CLASSROOM TEACHER-SECONDARY	1.50	2.00	-	(2.00)
02021300 CLASSROOM TEACHER-SPECIAL SKILLS	227.00	212.50	212.50	-
02021400 CLASSROOM TEACHER-SPECIAL SKILLS	-	-	8.00	8.00
02021500 CLASSROOM TEACHER-MISC	-	-	-	-
02340200 TEACHER ON ASSIGNMENT	2.00	2.00	2.00	-
1133 Elementary Physical Education	119.00	119.00	119.00	-
02020100 CLASSROOM TEACHER K-3	-	2.00	1.00	(1.00)
02020300 CLASSROOM TEACHER 4-6	-	2.00	-	(2.00)
02020500 CLASSROOM TEACHER-SECONDARY	-	1.00	-	(1.00)
02021300 CLASSROOM TEACHER-SPECIAL SKILLS	119.00	114.00	115.00	1.00
02021400 CLASSROOM TEACHER-SPECIAL SKILLS	-	-	3.00	3.00
1134 String Music Education Program	14.00	15.00	15.00	-
02020500 CLASSROOM TEACHER-SECONDARY	-	5.00	6.50	1.50
02021300 CLASSROOM TEACHER-SPECIAL SKILLS	14.00	10.00	8.50	(1.50)
02021500 CLASSROOM TEACHER-MISC	-	-	-	-
1135 Mathematics Improvement Project	2.00	2.00	2.00	-
00031000 PROGRAM/PROJECT SPECIALIST	1.00	-	-	-
01027400 DIRECTOR I - INSTRUCTIONAL SUPPORT	-	1.00	1.00	-
01281700 EXEC DIR INSTRUCTIONAL SUPPORT	1.00	-	-	-
03010300 RECORDS CLERK III	-	-	-	-
03060200 ADMINISTRATIVE SECRETARY II	-	1.00	1.00	-
1138 Early Childhood Education	2.00	1.64	1.64	-
00279999 PHY/OCCUPATIONAL THERAPIST	-	-	-	-
01025100 DIRECTOR-EARLY CHILDHOOD	1.00	1.00	1.00	-
02020800 CLASSROOM TEACHER-SPECIAL ED	1.00	0.64	0.64	-
1141 Junior High / Middle School	944.00	867.00	828.00	(39.00)
02020500 CLASSROOM TEACHER-SECONDARY	944.00	867.00	828.00	(39.00)

II. STAFFING TRENDS (cont'd)

C. POSITIONS BY FUNCTION AND JOB DESCRIPTION (cont'd)

MEMPHIS CITY SCHOOLS POSITIONS BY FUNCTION AND JOB DESCRIPTION GENERAL FUND 1 FISCAL YEARS 2011 – 2013

Function and Job Description	Fiscal Year 2010-11	Fiscal Year 2011-12	Fiscal Year 2012-13	Variance 2012-13
1145 Science Improvement Project	2.00	2.00	2.00	-
01051300 COORDINATOR-STAFF DEVELOPMENT	1.00	-	-	-
01052550 COORDINATOR II - INSTRUCTIONAL SUPPORT	-	1.00	1.00	-
03060100 ADMINISTRATIVE SECRETARY I	-	-	1.00	1.00
03060200 ADMINISTRATIVE SECRETARY II	1.00	1.00	-	(1.00)
1151 High School	759.50	638.50	653.00	14.50
02020500 CLASSROOM TEACHER-SECONDARY	759.50	638.50	653.00	14.50
1154 Project-Based Learning	2.00	2.00	2.00	-
01027400 DIRECTOR I - INSTRUCTIONAL SUPPORT	1.00	-	-	-
01052850 COORDINATOR I - ADMINISTRATIVE SUPPORT	-	2.00	2.00	-
01059000 ACADEMIC COORDINATOR	1.00	-	-	-
01370600 ACADEMIC SUPERINTENDENT-ELEM	-	-	-	-
03110200 EXECUTIVE SECRETARY II	-	-	-	-
1161 Driver Education Instruction	24.00	12.00	12.00	-
02021500 CLASSROOM TEACHER-MISC	24.00	12.00	12.00	-
1162 JROTC	66.00	55.00	55.00	-
00169999 ROTC INSTRUCTOR	66.00	55.00	55.00	-
1170 Athletics	11.00	11.00	11.00	-
00400100 ATHLETIC TRAINER	5.00	5.00	5.00	-
01026400 DIRECTOR-ATHLETICS	1.00	1.00	1.00	-
01051700 COORDINATOR-ATHLETICS	-	-	-	-
01052650 COORDINATOR II - ADMINISTRATIVE SUPPORT	1.00	1.00	1.00	-
01052850 COORDINATOR I - ADMINISTRATIVE SUPPORT	1.00	1.00	2.00	1.00
01054600 ASST ATHLETIC COORDINATOR	1.00	1.00	-	(1.00)
01110100 OFFICE MANAGER	1.00	-	-	-
01360100 HEAD ATHLETIC TRAINER	1.00	1.00	1.00	-
03010200 RECORDS CLERK II	-	1.00	1.00	-
05029999 STADIUM KEEPER/RELIEF SBE	-	-	-	-
07081100 CUSTODIAL STADIUM HELPER	-	-	-	-
1177 Grizzlies Academy	-	-	-	-
02000600 SPECIALTY PRINCIPAL	-	-	-	-
02020500 CLASSROOM TEACHER-SECONDARY	-	-	-	-
03099999 GENERAL OFFICE SECRETARY	-	-	-	-
03100300 SCHOOL SECRETARY-SR HIGH SCH	-	-	-	-
1178 River City HS of Leadership & Service	-	-	-	-
02000100 PRINCIPAL-ELEMENTARY	-	-	-	-
02020500 CLASSROOM TEACHER-SECONDARY	-	-	-	-
02240300 PROF SCH COUNSELOR-SEC	-	-	-	-
03100300 SCHOOL SECRETARY-SR HIGH SCH	-	-	-	-
1179 Hollis F Price Middle College	19.50	17.50	17.50	-
01070100 ADMINISTRATIVE ASSISTANT	1.00	1.00	1.00	-
02000600 SPECIALTY PRINCIPAL	1.00	1.00	1.00	-
02020500 CLASSROOM TEACHER-SECONDARY	14.50	12.50	12.50	-
02240300 PROF SCH COUNSELOR-SEC	1.00	1.00	1.00	-
03099999 GENERAL OFFICE SECRETARY	1.00	1.00	1.00	-
03100300 SCHOOL SECRETARY-SR HIGH SCH	1.00	1.00	1.00	-

II. STAFFING TRENDS (cont'd)

C. POSITIONS BY FUNCTION AND JOB DESCRIPTION (cont'd)

MEMPHIS CITY SCHOOLS POSITIONS BY FUNCTION AND JOB DESCRIPTION GENERAL FUND 1 FISCAL YEARS 2011 – 2013

Function and Job Description	Fiscal Year 2010-11	Fiscal Year 2011-12	Fiscal Year 2012-13	Variance 2012-13
1180 Middle College High School	21.50	21.50	21.50	-
01070200 SPECIAL PROJECT ASSISTANT	-	1.00	1.00	-
02000600 SPECIALTY PRINCIPAL	1.00	1.00	1.00	-
02010200 ASSISTANT PRINCIPAL-SECONDARY	1.00	1.00	1.00	-
02020500 CLASSROOM TEACHER-SECONDARY	16.50	15.50	15.50	-
02240300 PROF SCH COUNSELOR-SEC	1.00	1.00	1.00	-
02290100 CLASSROOM TEACHER-PMT	-	-	-	-
03099999 GENERAL OFFICE SECRETARY	1.00	1.00	1.00	-
03100300 SCHOOL SECRETARY-SR HIGH SCH	1.00	1.00	1.00	-
1183 Secondary Summer School	1.00	2.00	2.00	-
01050600 SPECIAL PROJECT COORDINATOR I	-	1.00	1.00	-
03010200 RECORDS CLERK II	1.00	1.00	1.00	-
1184 MCS Prep - Northwest	10.00	28.00	28.00	-
00319999 CASE WORKER	-	1.00	1.00	-
02000600 SPECIALTY PRINCIPAL	-	1.00	1.00	-
02010200 ASSISTANT PRINCIPAL-SECONDARY	-	1.00	1.00	-
02020300 CLASSROOM TEACHER 4-6	-	2.00	2.00	-
02020500 CLASSROOM TEACHER-SECONDARY	5.00	16.00	17.00	1.00
02020900 CLASSROOM TEACHER-CON HOME EC	1.00	2.00	1.00	(1.00)
02021100 CLASSROOM TEACHER-VOCATIONAL	1.00	-	-	-
02050100 LIBRARIAN	1.00	1.00	1.00	-
02240300 PROF SCH COUNSELOR-SEC	1.00	1.00	1.00	-
03010200 RECORDS CLERK II	1.00	1.00	1.00	-
03100300 SCHOOL SECRETARY-SR HIGH SCH	-	1.00	1.00	-
09060200 EDUCATIONAL ASSISTANT	-	1.00	1.00	-
1185 MCS Prep - Northeast	8.00	26.00	26.00	-
00329999 ALTERNATIVE EDUC SPECIALIST	-	1.00	1.00	-
02000600 SPECIALTY PRINCIPAL	-	1.00	1.00	-
02010200 ASSISTANT PRINCIPAL-SECONDARY	-	1.00	1.00	-
02020500 CLASSROOM TEACHER-SECONDARY	4.00	18.00	16.00	(2.00)
02021100 CLASSROOM TEACHER-VOCATIONAL	-	-	2.00	2.00
02050100 LIBRARIAN	-	1.00	1.00	-
02240300 PROF SCH COUNSELOR-SEC	1.00	1.00	1.00	-
03010200 RECORDS CLERK II	-	1.00	1.00	-
03100300 SCHOOL SECRETARY-SR HIGH SCH	1.00	1.00	1.00	-
09060600 EDUCATIONAL ASST - ELEMENTARY	1.00	1.00	1.00	-
09061900 IN-SCHOOL SUSPENSION ASST	1.00	-	-	-
1186 MCS Prep - Southwest	6.00	24.00	24.00	-
00319999 CASE WORKER	-	1.00	1.00	-
02000600 SPECIALTY PRINCIPAL	-	1.00	1.00	-
02010200 ASSISTANT PRINCIPAL-SECONDARY	-	1.00	1.00	-
02020500 CLASSROOM TEACHER-SECONDARY	3.00	16.00	16.00	-
02050100 LIBRARIAN	1.00	1.00	1.00	-
02240300 PROF SCH COUNSELOR-SEC	-	1.00	1.00	-
03010200 RECORDS CLERK II	1.00	1.00	1.00	-
03100300 SCHOOL SECRETARY-SR HIGH SCH	1.00	1.00	1.00	-
09060200 EDUCATIONAL ASSISTANT	-	1.00	1.00	-

II. STAFFING TRENDS (cont'd)

C. POSITIONS BY FUNCTION AND JOB DESCRIPTION (cont'd)

MEMPHIS CITY SCHOOLS POSITIONS BY FUNCTION AND JOB DESCRIPTION GENERAL FUND 1 FISCAL YEARS 2011 – 2013

Function and Job Description	Fiscal Year 2010-11	Fiscal Year 2011-12	Fiscal Year 2012-13	Variance 2012-13
1187 MCS Prep - Southeast	26.00	27.00	28.00	1.00
00329999 ALTERNATIVE EDUC SPECIALIST	-	1.00	1.00	-
01102400 BEHAVIORAL SPECIALIST	1.00	1.00	1.00	-
02000600 SPECIALTY PRINCIPAL	1.00	1.00	1.00	-
02010200 ASSISTANT PRINCIPAL-SECONDARY	1.00	1.00	1.00	-
02020500 CLASSROOM TEACHER-SECONDARY	18.00	16.00	17.00	1.00
02021100 CLASSROOM TEACHER-VOCATIONAL	-	2.00	2.00	-
02050100 LIBRARIAN	1.00	1.00	1.00	-
02240300 PROF SCH COUNSELOR-SEC	1.00	1.00	1.00	-
03010200 RECORDS CLERK II	-	1.00	1.00	-
03100300 SCHOOL SECRETARY-SR HIGH SCH	1.00	1.00	1.00	-
03170100 CLERICAL ASSISTANT	1.00	1.00	1.00	-
09061900 IN-SCHOOL SUSPENSION ASST	1.00	-	-	-
1210 Intellectually Gifted	89.00	91.00	91.00	-
02020700 CLASSROOM TEACHER-SPECIAL ED	88.00	90.00	90.00	-
02071900 INSTR SUPERVISOR-SPECIAL ED	1.00	1.00	1.00	-
1218 Homebound and Hospital	15.00	15.00	15.00	-
02020700 CLASSROOM TEACHER-SPECIAL ED	14.00	10.00	15.00	5.00
02020800 CLASSROOM TEACHER-SPECIAL ED	1.00	5.00	-	(5.00)
1221 Special Education Instruction	1,036.25	1,071.00	1,070.55	(0.45)
00279999 PHY/OCCUPATIONAL THERAPIST	2.00	2.00	2.00	-
01105100 REGISTERED NURSE-CLINICAL LEAD	-	5.00	5.00	-
02020700 CLASSROOM TEACHER-SPECIAL ED	822.50	818.00	818.85	0.85
02020800 CLASSROOM TEACHER-SPECIAL ED	16.00	17.00	16.00	(1.00)
02040100 RESOURCE SPECIALIST-SPECIAL ED	3.00	3.00	3.00	-
02040200 RESOURCE SPECIALIST-SPECIAL ED	1.00	1.00	1.00	-
02170100 SOCIAL WORKER-SPECIAL EDUC	1.00	-	-	-
02340200 TEACHER ON ASSIGNMENT	2.00	2.00	2.00	-
03060300 ADMINISTRATIVE SECRETARY III	-	-	-	-
09060100 EDUCATIONAL ASST - SPECIAL ED	178.00	185.00	185.00	-
09061800 BEHAVIOR ASSISTANT	4.00	4.00	4.00	-
09099999 LICENSED PRACTICAL NURSE	6.75	34.00	33.70	(0.30)
1311 Agriculture	6.00	4.00	4.00	-
02021100 CLASSROOM TEACHER-VOCATIONAL	6.00	4.00	4.00	-
1313 Business and Office Technology	103.00	60.00	61.00	1.00
01090500 STATISTICAL ANALYST	1.00	1.00	1.00	-
02020500 CLASSROOM TEACHER-SECONDARY	2.00	-	-	-
02021100 CLASSROOM TEACHER-VOCATIONAL	100.00	59.00	60.00	1.00
1314 Health Science Technology	13.00	12.00	12.00	-
02020500 CLASSROOM TEACHER-SECONDARY	-	-	-	-
02021100 CLASSROOM TEACHER-VOCATIONAL	13.00	12.00	12.00	-
1315 Trade and Industrial Education	91.00	58.00	59.00	1.00
02021100 CLASSROOM TEACHER-VOCATIONAL	91.00	58.00	59.00	1.00
02021200 CLASSROOM TEACHER-VOCATIONAL	-	-	-	-
02340200 TEACHER ON ASSIGNMENT	-	-	-	-

II. STAFFING TRENDS (cont'd)

C. POSITIONS BY FUNCTION AND JOB DESCRIPTION (cont'd)

MEMPHIS CITY SCHOOLS POSITIONS BY FUNCTION AND JOB DESCRIPTION GENERAL FUND 1 FISCAL YEARS 2011 – 2013

Function and Job Description	Fiscal Year 2010-11	Fiscal Year 2011-12	Fiscal Year 2012-13	Variance 2012-13
1316 Family and Consumer Sciences Education	76.00	60.00	60.00	-
02020500 CLASSROOM TEACHER-SECONDARY	2.00	-	-	-
02020900 CLASSROOM TEACHER-CON HOME EC	69.00	59.00	60.00	1.00
02021100 CLASSROOM TEACHER-VOCATIONAL	5.00	1.00	-	(1.00)
1317 Marketing Education	26.00	9.00	9.00	-
02020900 CLASSROOM TEACHER-CON HOME EC	-	-	-	-
02021100 CLASSROOM TEACHER-VOCATIONAL	26.00	9.00	9.00	-
1318 Radio and Television Broadcasting	17.00	9.00	10.00	1.00
00031000 PROGRAM/PROJECT SPECIALIST	1.00	-	-	-
02021100 CLASSROOM TEACHER-VOCATIONAL	11.00	4.00	7.00	3.00
02021200 CLASSROOM TEACHER-VOCATIONAL	5.00	5.00	3.00	(2.00)
1332 Technology Engineering Education	30.00	26.00	25.00	(1.00)
02020400 CLASSROOM TEACHER 4-6	-	-	-	-
02020500 CLASSROOM TEACHER-SECONDARY	-	-	-	-
02020700 CLASSROOM TEACHER-SPECIAL ED	1.00	-	-	-
02021100 CLASSROOM TEACHER-VOCATIONAL	28.00	26.00	25.00	(1.00)
02021200 CLASSROOM TEACHER-VOCATIONAL	1.00	-	-	-
1335 Career Enhancement Program	8.00	4.00	4.00	-
02020900 CLASSROOM TEACHER-CON HOME EC	-	-	-	-
02021100 CLASSROOM TEACHER-VOCATIONAL	8.00	4.00	4.00	-
02021300 CLASSROOM TEACHER-SPECIAL SKILLS	-	-	-	-
1410 Adult Basic Education	1.00	1.00	1.00	-
03020100 DATA PROCESSING CLERK I	1.00	1.00	1.00	-
1510 Elementary Counseling Services	107.00	109.00	105.00	(4.00)
02071700 INSTR SUPERVISOR-ELEM GUIDANCE	2.00	1.00	2.00	1.00
02072900 COUNSELING SUPV/MDL/JR HS	-	1.00	-	(1.00)
02240100 PROF SCH COUNSELOR-ELEM	105.00	107.00	103.00	(4.00)
02240200 PROF SCH COUNSELOR-ELEM	-	-	-	-
03010100 RECORDS CLERK I	-	-	-	-
1511 Secondary Counseling Services	133.00	128.00	125.00	(3.00)
01027400 DIRECTOR I - INSTRUCTIONAL SUPPORT	-	1.00	1.00	-
01055800 GUIDANCE COORD K-12	1.00	-	-	-
02071800 INSTR SUPV-SECONDARY GUIDANCE	1.00	1.00	1.00	-
02072900 COUNSELING SUPV/MDL/JR HS	1.00	1.00	1.00	-
02240300 PROF SCH COUNSELOR-SEC	128.00	122.00	122.00	-
02240400 PROF SCH COUNSELOR-SEC	2.00	3.00	-	(3.00)
1520 Library and Media Services	183.00	182.50	183.00	0.50
02050100 LIBRARIAN	181.00	181.50	182.00	0.50
02050200 LIBRARIAN	2.00	1.00	1.00	-

II. STAFFING TRENDS (cont'd)

C. POSITIONS BY FUNCTION AND JOB DESCRIPTION (cont'd)

MEMPHIS CITY SCHOOLS POSITIONS BY FUNCTION AND JOB DESCRIPTION GENERAL FUND 1 FISCAL YEARS 2011 – 2013

Function and Job Description	Fiscal Year 2010-11	Fiscal Year 2011-12	Fiscal Year 2012-13	Variance 2012-13
1530 Mental Health Services	46.50	96.50	100.00	3.50
00179999 PSYCHOLOGY INTERN	6.00	6.00	6.00	-
01050700 SPECIAL PROJECT COORDINATOR II	0.50	0.50	-	(0.50)
02110100 PSYCHOLOGIST-SCHOOL	-	-	-	-
02160200 COORDINATOR-AL/DRUG PREVENTION	-	1.00	1.00	-
02170100 SOCIAL WORKER-SPECIAL EDUC	-	-	-	-
02170200 SOCIAL WORKER-SCHOOL	-	46.00	46.00	-
02190100 COUNSELOR-ALCOHOL/DRUG	7.00	7.00	7.00	-
02200100 SCHOOL PSYCHOLOGIST	33.00	34.00	39.00	5.00
02210200 SUPERVISING PSYCHOLOGIST	-	-	-	-
02270200 SOCIAL WORKER	-	1.00	1.00	-
02280100 PSYCHOLOGIST	-	1.00	-	(1.00)
02310100 SUPERVISING PSYCHOL DEC	-	-	-	-
1540 School Health Services	1.00	1.50	1.50	-
01052550 COORDINATOR II - INSTRUCTIONAL SUPPORT	1.00	-	-	-
01054400 SCHOOL HEALTH SER COORDINATOR	-	1.00	1.00	-
01220100 RESEARCH EVALUATOR	-	-	-	-
03060300 ADMINISTRATIVE SECRETARY III	-	0.50	0.50	-
1541 Coordinated School Health	4.30	4.30	4.30	-
01050600 SPECIAL PROJECT COORDINATOR I	2.00	2.00	2.00	-
01054400 SCHOOL HEALTH SER COORDINATOR	1.00	-	-	-
01059900 COORD/COORDINATED SCHL HEALTH	-	1.00	1.00	-
01220100 RESEARCH EVALUATOR	0.30	0.30	0.30	-
03060300 ADMINISTRATIVE SECRETARY III	1.00	1.00	1.00	-
1542 Section 504	25.00	29.25	34.44	5.19
02020700 CLASSROOM TEACHER-SPECIAL ED	-	4.25	2.15	(2.10)
03010200 RECORDS CLERK II	0.50	-	-	-
09010100 CLERICAL ASSISTANT	-	-	-	-
09060100 EDUCATIONAL ASST - SPECIAL ED	12.00	12.00	12.00	-
09099999 LICENSED PRACTICAL NURSE	12.50	13.00	20.29	7.29
1543 School Health Clinics	-	0.15	0.15	-
01052850 COORDINATOR I - ADMINISTRATIVE SUPPORT	-	0.15	0.15	-
1910 Planetarium	-	-	-	-
02020500 CLASSROOM TEACHER-SECONDARY	-	-	-	-

II. STAFFING TRENDS (cont'd)

C. POSITIONS BY FUNCTION AND JOB DESCRIPTION (cont'd)

MEMPHIS CITY SCHOOLS POSITIONS BY FUNCTION AND JOB DESCRIPTION GENERAL FUND 1 FISCAL YEARS 2011 – 2013

Function and Job Description	Fiscal Year 2010-11	Fiscal Year 2011-12	Fiscal Year 2012-13	Variance 2012-13
1913 Optional Schools and Advanced Academics	93.00	72.50	72.00	(0.50)
00031000 PROGRAM/PROJECT SPECIALIST	-	-	1.00	1.00
01023600 DIRECTOR-OPTIONAL SCHOOLS	1.00	1.00	1.00	-
01059800 ADVANCED PLACEMENT COORDINATOR	1.00	0.50	1.00	0.50
01100100 MARKETING SPECIALIST	1.00	1.00	1.00	-
02020100 CLASSROOM TEACHER K-3	7.00	6.00	9.00	3.00
02020300 CLASSROOM TEACHER 4-6	16.00	16.00	13.00	(3.00)
02020500 CLASSROOM TEACHER-SECONDARY	50.00	30.00	29.00	(1.00)
02021300 CLASSROOM TEACHER-SPECIAL SKILLS	5.00	6.00	7.00	1.00
02021500 CLASSROOM TEACHER-MISC	2.00	2.00	1.00	(1.00)
02150100 INSTRUCTIONAL FACILITATOR	-	-	-	-
02240300 PROF SCH COUNSELOR-SEC	1.00	1.00	1.00	-
03060100 ADMINISTRATIVE SECRETARY I	1.00	1.00	1.00	-
03060300 ADMINISTRATIVE SECRETARY III	1.00	1.00	-	(1.00)
03110200 EXECUTIVE SECRETARY II	1.00	1.00	1.00	-
09060200 EDUCATIONAL ASSISTANT	1.00	1.00	1.00	-
09060400 EDUCATIONAL ASST - INSTRUCTIONAL	5.00	5.00	5.00	-
1916 Classroom Technology	8.00	8.00	8.00	-
00370100 SYSTEMS OPERATOR	1.00	1.00	1.00	-
01051300 COORDINATOR-STAFF DEVELOPMENT	1.00	2.00	2.00	-
01052550 COORDINATOR II - INSTRUCTIONAL SUPPORT	1.00	-	-	-
01052850 COORDINATOR I - ADMINISTRATIVE SUPPORT	-	-	1.00	1.00
01052950 COORDINATOR I - INSTRUCTIONAL SUPPORT	1.00	1.00	-	(1.00)
01053400 COORDINATOR-INSTRUCTIONAL TECH	1.00	1.00	1.00	-
01081500 CUSTOMER SUPP ADMIN I	1.00	1.00	1.00	-
02020600 CLASSROOM TEACHER-SECONDARY	1.00	1.00	1.00	-
03060300 ADMINISTRATIVE SECRETARY III	1.00	1.00	1.00	-
1917 Instructional Technology	60.00	56.00	55.00	(1.00)
00031200 DATA PROCESSING SPECIALIST	1.00	-	-	-
00750100 SCHOOL TECH SPEC I	20.00	16.00	16.00	-
00750200 SCHOOL TECH SPEC II	11.00	11.00	11.00	-
00750300 SCHOOL TECH SPEC III	13.00	13.00	13.00	-
00770100 CALL CTR REP I	3.00	3.00	3.00	-
00770200 CALL CTR REP II	3.00	3.00	3.00	-
00770300 CALL CTR REP III	2.00	2.00	2.00	-
01081400 SYSTEMS ADMINISTRATOR	1.00	1.00	-	(1.00)
01081500 CUSTOMER SUPP ADMIN I	2.00	2.00	2.00	-
01082000 CALL CTR ADMIN	1.00	1.00	1.00	-
01101400 NETWORK SPECIALIST	-	-	-	-
01101500 INFORMATION TRNG SPECIALIST-SR	1.00	1.00	1.00	-
01101600 INFORMATION SYSTEMS SPECIALIST	-	-	-	-
01112600 CUSTOMER SUPPORT MANAGER	1.00	1.00	1.00	-
03060300 ADMINISTRATIVE SECRETARY III	-	1.00	-	(1.00)
03060500 ADMIN SEC III NON-UNION	-	-	1.00	1.00
03159999 SECRETARIAL SPECIALIST	1.00	1.00	1.00	-

II. STAFFING TRENDS (cont'd)

C. POSITIONS BY FUNCTION AND JOB DESCRIPTION (cont'd)

MEMPHIS CITY SCHOOLS POSITIONS BY FUNCTION AND JOB DESCRIPTION GENERAL FUND 1 FISCAL YEARS 2011 – 2013

Function and Job Description	Fiscal Year 2010-11	Fiscal Year 2011-12	Fiscal Year 2012-13	Variance 2012-13
1918 English as a Second Language (ESL) Program	183.00	190.00	224.00	34.00
00031200 DATA PROCESSING SPECIALIST	1.00	1.00	1.00	-
01052550 COORDINATOR II - INSTRUCTIONAL SUPPORT	-	-	-	-
02020100 CLASSROOM TEACHER K-3	1.00	-	-	-
02020300 CLASSROOM TEACHER 4-6	1.00	-	-	-
02020500 CLASSROOM TEACHER-SECONDARY	1.00	-	-	-
02021300 CLASSROOM TEACHER-SPECIAL SKILLS	2.00	-	-	-
02021700 CLASSROOM TEACHER-ESL	146.00	156.00	190.00	34.00
02240400 PROF SCH COUNSELOR-SEC	1.00	1.00	1.00	-
03099999 GENERAL OFFICE SECRETARY	-	-	-	-
09260500 FAMILY SPECIALIST (FT)	-	-	-	-
09380007 BILING CULT MENTOR F/T	-	2.00	8.00	6.00
09380008 BILING CULT MENTOR-ESL F/T	23.00	23.00	17.00	(6.00)
09380010 BILINGUAL MENTOR/COUNSELOR	7.00	7.00	7.00	-
1921 Memphis Job Corp Academy	8.00	-	-	-
02000600 SPECIALTY PRINCIPAL	1.00	-	-	-
02020500 CLASSROOM TEACHER-SECONDARY	5.00	-	-	-
02240300 PROF SCH COUNSELOR-SEC	1.00	-	-	-
03100300 SCHOOL SECRETARY-SR HIGH SCH	1.00	-	-	-
1922 Alternative Schools	135.83	80.83	79.00	(1.83)
00319999 CASE WORKER	3.00	2.00	2.00	-
00329999 ALTERNATIVE EDUC SPECIALIST	9.00	8.00	8.00	-
02000600 SPECIALTY PRINCIPAL	4.00	2.00	2.00	-
02010100 ASSISTANT PRINCIPAL-ELEMENTARY	2.00	2.00	2.00	-
02010200 ASSISTANT PRINCIPAL-SECONDARY	7.00	4.00	4.00	-
02020100 CLASSROOM TEACHER K-3	4.00	4.00	4.00	-
02020300 CLASSROOM TEACHER 4-6	7.00	6.00	6.00	-
02020500 CLASSROOM TEACHER-SECONDARY	68.00	32.83	32.00	(0.83)
02020600 CLASSROOM TEACHER-SECONDARY	0.83	-	-	-
02021100 CLASSROOM TEACHER-VOCATIONAL	1.00	-	-	-
02021200 CLASSROOM TEACHER-VOCATIONAL	1.00	1.00	1.00	-
02021300 CLASSROOM TEACHER-SPECIAL SKILLS	1.00	2.00	1.00	(1.00)
02021500 CLASSROOM TEACHER-MISC	1.00	-	1.00	1.00
02050100 LIBRARIAN	1.00	-	-	-
02150100 INSTRUCTIONAL FACILITATOR	-	-	-	-
02240300 PROF SCH COUNSELOR-SEC	2.00	2.00	2.00	-
02270200 SOCIAL WORKER	2.00	2.00	2.00	-
02330100 LITERACY LEADER	1.00	1.00	1.00	-
02340100 TEACHER ON ASSIGNMENT	1.00	-	-	-
02340200 TEACHER ON ASSIGNMENT	-	-	-	-
03010100 RECORDS CLERK I	-	-	-	-
03010200 RECORDS CLERK II	3.00	2.00	2.00	-
03060100 ADMINISTRATIVE SECRETARY I	-	-	-	-
03060200 ADMINISTRATIVE SECRETARY II	1.00	1.00	1.00	-
03099999 GENERAL OFFICE SECRETARY	3.00	3.00	3.00	-
03100300 SCHOOL SECRETARY-SR HIGH SCH	1.00	-	-	-
03170100 CLERICAL ASSISTANT	-	-	-	-
09060200 EDUCATIONAL ASSISTANT	9.00	5.00	5.00	-
09060500 EDUCATIONAL ASST - EARLY CHILDHOOD	1.00	1.00	-	(1.00)
09061900 IN-SCHOOL SUSPENSION ASST	2.00	-	-	-

II. STAFFING TRENDS (cont'd)

C. POSITIONS BY FUNCTION AND JOB DESCRIPTION (cont'd)

MEMPHIS CITY SCHOOLS POSITIONS BY FUNCTION AND JOB DESCRIPTION GENERAL FUND 1 FISCAL YEARS 2011 – 2013

Function and Job Description	Fiscal Year 2010-11	Fiscal Year 2011-12	Fiscal Year 2012-13	Variance 2012-13
1925 New Media Production & Distribution	4.00	5.00	5.00	-
00031000 PROGRAM/PROJECT SPECIALIST	-	1.00	1.00	-
01103200 BROADCAST PROD SPECIALIST I	1.00	1.00	1.00	-
01113300 BROADCAST PRODUCTION MGR	1.00	1.00	1.00	-
09221200 AUDIO/VIDEO PRODUCTION TECH	2.00	2.00	2.00	-
1927 School Safety Initiative	20.00	22.00	21.00	(1.00)
00031000 PROGRAM/PROJECT SPECIALIST	1.00	1.00	1.00	-
01050600 SPECIAL PROJECT COORDINATOR I	3.00	5.00	5.00	-
01059300 COORD OF GANG PREVENTION	1.00	1.00	1.00	-
01060500 PUPIL SERVICES CNTR CONSULTANT	1.00	1.00	1.00	-
01070200 SPECIAL PROJECT ASSISTANT	-	-	-	-
01105500 ATTENDANCE SPECIALIST	-	-	1.00	1.00
02030100 TEACHER - ATTENDANCE	2.00	2.00	2.00	-
02030200 TEACHER - ATTENDANCE	2.00	2.00	1.00	(1.00)
02250200 SUPV-PREVENTION/INTERVENTION	1.00	1.00	1.00	-
03010100 RECORDS CLERK I	4.00	4.00	4.00	-
03010200 RECORDS CLERK II	1.00	1.00	1.00	-
03010300 RECORDS CLERK III	1.00	1.00	1.00	-
03099999 GENERAL OFFICE SECRETARY	1.00	1.00	1.00	-
03110100 EXECUTIVE SECRETARY I	1.00	1.00	1.00	-
09060200 EDUCATIONAL ASSISTANT	-	-	-	-
09060700 CLASSROOM ASST-CONTROL BEHAVIOR	1.00	1.00	-	(1.00)
09260500 FAMILY SPECIALIST (FT)	-	-	-	-
1928 School Resource Officers	84.00	84.00	84.00	-
09139999 MOBILE SECURITY OFFICER	84.00	84.00	84.00	-
1931 Drivers Education / JROTC Support	10.00	10.00	10.00	-
00169999 ROTC INSTRUCTOR	5.00	5.00	5.00	-
01022200 DIRECTOR-ARMY INSTRUCTION	1.00	1.00	1.00	-
01039999 ASSIST DIRECTOR-ARMY INSTRUCT	1.00	1.00	1.00	-
02070400 INSTR SUPERVISOR-DRIVER EDUC	1.00	1.00	1.00	-
03060300 ADMINISTRATIVE SECRETARY III	2.00	2.00	2.00	-
1932 Curriculum Specialists	9.00	8.00	8.00	-
01027400 DIRECTOR I - INSTRUCTIONAL SUPPORT	-	1.00	1.00	-
01041200 TEXTBOOK SERVICES SUPV	1.00	-	-	-
01052550 COORDINATOR II - INSTRUCTIONAL SUPPORT	-	1.00	1.00	-
01054300 COORDINATOR-LIBRARY/MEDIA SER	1.00	1.00	1.00	-
02071400 INSTR SUPERVISOR-MUSIC EDUC	1.00	-	-	-
02073000 INSTRUCTIONAL SUPERVISOR	-	1.00	1.00	-
02340200 TEACHER ON ASSIGNMENT	1.00	-	-	-
03010200 RECORDS CLERK II	3.00	3.00	3.00	-
03060300 ADMINISTRATIVE SECRETARY III	1.00	-	-	-
03060400 ADMINISTRATIVE SECRETARY IV	1.00	1.00	1.00	-
1933 Pre K-12 Literacy	4.00	3.00	3.00	-
00031000 PROGRAM/PROJECT SPECIALIST	1.00	1.00	1.00	-
01025400 DIRECTOR-LITERACY	-	1.00	1.00	-
01050600 SPECIAL PROJECT COORDINATOR I	-	-	-	-
01055500 INSTRU/SPEC PROG COORD	-	-	-	-
01056900 COOR DISTRICT LITERACY INIT	1.00	-	-	-
01070200 SPECIAL PROJECT ASSISTANT	1.00	1.00	1.00	-
01281700 EXEC DIR INSTRUCTIONAL SUPPORT	1.00	-	-	-
03010200 RECORDS CLERK II	-	-	-	-

II. STAFFING TRENDS (cont'd)

C. POSITIONS BY FUNCTION AND JOB DESCRIPTION (cont'd)

MEMPHIS CITY SCHOOLS POSITIONS BY FUNCTION AND JOB DESCRIPTION GENERAL FUND 1 FISCAL YEARS 2011 – 2013

Function and Job Description	Fiscal Year 2010-11	Fiscal Year 2011-12	Fiscal Year 2012-13	Variance 2012-13
1935 Pupil Services	12.00	12.00	12.00	-
01052550 COORDINATOR II - INSTRUCTIONAL SUPPORT	1.00	-	-	-
01052900 COORDINATOR-PUPIL SERVICES	-	1.00	1.00	-
01060500 PUPIL SERVICES CNTR CONSULTANT	1.00	1.00	1.00	-
01219999 PUPIL SERVICE HEARING OFFICER	7.00	7.00	7.00	-
03010200 RECORDS CLERK II	2.00	2.00	2.00	-
03010300 RECORDS CLERK III	1.00	1.00	1.00	-
1940 Student Support	107.00	95.00	75.00	(20.00)
00031000 PROGRAM/PROJECT SPECIALIST	1.00	1.00	1.00	-
01027100 DIRECTOR-STUDENT INTERVENTION	1.00	-	-	-
01052550 COORDINATOR II - INSTRUCTIONAL SUPPORT	-	1.00	-	(1.00)
01052650 COORDINATOR II - ADMINISTRATIVE SUPPORT	-	-	1.00	1.00
01070200 SPECIAL PROJECT ASSISTANT	1.00	1.00	1.00	-
01102400 BEHAVIORAL SPECIALIST	-	-	-	-
01281700 EXEC DIR INSTRUCTIONAL SUPPORT	-	1.00	1.00	-
01371200 CHIEF OF STUDENT SUPPORT	1.00	-	-	-
02230200 COMMUNITY RES LIAISON	1.00	1.00	1.00	-
02250200 SUPV-PREVENTION/INTERVENTION	2.00	2.00	2.00	-
03010100 RECORDS CLERK I	1.00	1.00	1.00	-
03110300 EXECUTIVE SECRETARY III	1.00	1.00	1.00	-
09060700 CLASSROOM ASST-CONTROL BEHAVIOR	-	20.00	-	(20.00)
09061900 IN-SCHOOL SUSPENSION ASST	98.00	66.00	66.00	-
1942 Pre K-16 Innovations	2.00	2.00	2.00	-
01052850 COORDINATOR I - ADMINISTRATIVE SUPPORT	-	-	1.00	1.00
01052950 COORDINATOR I - INSTRUCTIONAL SUPPORT	-	1.00	-	(1.00)
01059000 ACADEMIC COORDINATOR	1.00	-	-	-
01370800 ACADEMIC SUPERINTENDENT-HIGH	-	-	-	-
03110200 EXECUTIVE SECRETARY II	1.00	1.00	1.00	-
1943 High School Initiatives/Dual Enrollment	2.00	2.00	2.00	-
01070200 SPECIAL PROJECT ASSISTANT	1.00	1.00	1.00	-
03110200 EXECUTIVE SECRETARY II	1.00	1.00	1.00	-
1945 Professional Development & Staff In-Service	10.00	8.00	8.00	-
00031000 PROGRAM/PROJECT SPECIALIST	1.00	1.00	1.00	-
01027400 DIRECTOR I - INSTRUCTIONAL SUPPORT	1.00	1.00	1.00	-
01050600 SPECIAL PROJECT COORDINATOR I	1.00	1.00	1.00	-
01051300 COORDINATOR-STAFF DEVELOPMENT	2.00	1.00	1.00	-
01090500 STATISTICAL ANALYST	1.00	1.00	1.00	-
01101000 ACCOUNTABILITY SPECIALIST	-	-	-	-
01110100 OFFICE MANAGER	1.00	1.00	1.00	-
01111800 TEACHER RESOURCE CTR MANAGER	1.00	-	-	-
01281700 EXEC DIR INSTRUCTIONAL SUPPORT	-	1.00	1.00	-
01290800 ASSOCIATE SUPERINTENDENT	1.00	-	-	-
03010200 RECORDS CLERK II	1.00	1.00	1.00	-
2110 Board of Education Services	12.00	12.00	14.50	2.50
00259999 BOARD MEMBER	9.00	9.00	11.50	2.50
01071200 EXECUTIVE ASSISTANT	-	-	-	-
01071500 BOARD OFFICE ASSISTANT	1.00	1.00	1.00	-
01071600 BOARD CLERK	1.00	1.00	1.00	-
01380400 EXECUTIVE ASSISTANT-SR	1.00	1.00	1.00	-
03060500 ADMIN SEC III NON-UNION	-	-	-	-

II. STAFFING TRENDS (cont'd)

C. POSITIONS BY FUNCTION AND JOB DESCRIPTION (cont'd)

MEMPHIS CITY SCHOOLS POSITIONS BY FUNCTION AND JOB DESCRIPTION GENERAL FUND 1 FISCAL YEARS 2011 – 2013

Function and Job Description	Fiscal Year 2010-11	Fiscal Year 2011-12	Fiscal Year 2012-13	Variance 2012-13
2112 Internal Audit	10.00	8.00	8.00	-
00030400 ACCOUNTING SPECIALIST	2.00	1.00	1.00	-
01020100 DIRECTOR-INTERNAL AUDITS	1.00	-	-	-
01027450 DIRECTOR II	-	1.00	1.00	-
01040100 SUPERVISOR-INTERNAL AUDITING	1.00	1.00	1.00	-
01140100 AUDITOR-STAFF	2.00	1.00	1.00	-
01140200 AUDITOR-INTERNAL	2.00	3.00	3.00	-
01140300 AUDITOR-SENIOR INTERNAL	1.00	1.00	1.00	-
03110100 EXECUTIVE SECRETARY I	1.00	-	-	-
2113 Contract Services & Supplier Diversity	5.00	3.00	3.00	-
01027300 DIRECTOR-CONTRACT SERVICES	1.00	-	-	-
01080800 CONTRACT ADMINISTRATOR	1.00	1.00	1.00	-
01160400 CONTRACT ATTORNEY	1.00	1.00	1.00	-
03060300 ADMINISTRATIVE SECRETARY III	1.00	-	-	-
03110100 EXECUTIVE SECRETARY I	1.00	1.00	1.00	-
2115 Office of General Counsel	6.00	6.00	6.00	-
00032500 ADMINISTRATIVE SPECIALIST II	1.00	1.00	1.00	-
01027300 DIRECTOR-CONTRACT SERVICES	-	-	-	-
01071700 STAFF ATTORNEY	1.00	1.00	1.00	-
01160300 ASSOCIATE COUNSEL	2.00	2.00	2.00	-
01371000 GENERAL COUNSEL	1.00	1.00	1.00	-
01380200 PARALEGAL	1.00	1.00	1.00	-
03110300 EXECUTIVE SECRETARY III	-	-	-	-
2116 Policy Legislation and Constituent Services	8.00	5.00	5.00	-
01025200 DIRECTOR-POLICY & PLANNING	1.00	1.00	1.00	-
01050700 SPECIAL PROJECT COORDINATOR II	1.00	-	-	-
01058100 COOR PLANNING & GRANTS	-	-	-	-
01070200 SPECIAL PROJECT ASSISTANT	-	-	-	-
01103900 POLICY DEVELOPMENT SPECIALIST	3.00	1.00	1.00	-
01281700 EXEC DIR INSTRUCTIONAL SUPPORT	-	-	1.00	1.00
01281800 EXEC DIR ADMINISTRATIVE SUPPORT	-	1.00	-	(1.00)
01290800 ASSOCIATE SUPERINTENDENT	1.00	-	-	-
01329999 GRANT WRITER	1.00	1.00	1.00	-
03110200 EXECUTIVE SECRETARY II	1.00	1.00	1.00	-
2120 Office of the Superintendent	5.00	5.00	5.00	-
01009999 SUPERINTENDENT	1.00	1.00	1.00	-
01027400 DIRECTOR I - INSTRUCTIONAL SUPPORT	-	-	1.00	1.00
01027500 DIRECTOR I - ADMINISTRATIVE SUPPORT	-	1.00	-	(1.00)
01071200 EXECUTIVE ASSISTANT	2.00	2.00	2.00	-
01281700 EXEC DIR INSTRUCTIONAL SUPPORT	1.00	-	-	-
03110400 EXECUTIVE SECRETARY IV	1.00	1.00	1.00	-
2121 Office of Chief of Staff	2.00	4.00	4.00	-
01070200 SPECIAL PROJECT ASSISTANT	1.00	-	-	-
01103900 POLICY DEVELOPMENT SPECIALIST	-	2.00	2.00	-
01370100 CHIEF OF STAFF	1.00	1.00	1.00	-
03110300 EXECUTIVE SECRETARY III	-	1.00	1.00	-
2122 Community Engagement	1.00	1.00	1.00	-
01026100 DIRECTOR-COMMUNITY DEVELOPMENT	1.00	1.00	1.00	-

II. STAFFING TRENDS (cont'd)

C. POSITIONS BY FUNCTION AND JOB DESCRIPTION (cont'd)

MEMPHIS CITY SCHOOLS POSITIONS BY FUNCTION AND JOB DESCRIPTION GENERAL FUND 1 FISCAL YEARS 2011 – 2013

Function and Job Description	Fiscal Year 2010-11	Fiscal Year 2011-12	Fiscal Year 2012-13	Variance 2012-13
2125 Communications	12.00	14.00	14.00	-
00031800 MARKETING COMMUNICATIONS SPEC	1.00	1.00	1.00	-
00032000 GRAPHIC SERVICES SPECIALIST	1.00	1.00	1.00	-
01050700 SPECIAL PROJECT COORDINATOR II	1.00	1.00	1.00	-
01052650 COORDINATOR II - ADMINISTRATIVE SUPPORT	-	1.00	1.00	-
01101900 WEB PAGE/GRAPHIC PRESEN SPEC	2.00	2.00	2.00	-
01111400 COMMUNICATIONS MANAGER	1.00	2.00	2.00	-
01113500 GENERAL MANAGER	1.00	1.00	1.00	-
01113900 GRAPHICS/WEBSITE-SRVCS MANAGER	1.00	1.00	1.00	-
01280300 EXEC DIR COMM. & ADM SER.	1.00	1.00	1.00	-
01340100 BROADCAST ENG/CHIEF OPR	1.00	1.00	1.00	-
03060300 ADMINISTRATIVE SECRETARY III	-	1.00	1.00	-
03060500 ADMIN SEC III NON-UNION	1.00	-	-	-
03110200 EXECUTIVE SECRETARY II	1.00	1.00	1.00	-
2130 Curriculum and Instruction	9.33	9.33	9.33	-
01051300 COORDINATOR-STAFF DEVELOPMENT	4.00	3.00	2.00	(1.00)
01052550 COORDINATOR II - INSTRUCTIONAL SUPPORT	-	-	1.00	1.00
01070200 SPECIAL PROJECT ASSISTANT	1.00	1.00	1.00	-
01281700 EXEC DIR INSTRUCTIONAL SUPPORT	-	1.00	1.00	-
02140400 INSTRUCTIONAL SPECIALIST	-	-	1.00	1.00
02140600 SPECIALIST-MUSIC	1.00	1.00	1.00	-
02140700 SPECIALIST-PE/WEELLNESS	1.00	1.00	-	(1.00)
02340200 TEACHER ON ASSIGNMENT	1.00	1.00	1.00	-
03010200 RECORDS CLERK II	-	-	1.00	1.00
03060300 ADMINISTRATIVE SECRETARY III	1.00	1.00	-	(1.00)
03079999 RECEPTIONIST	0.33	0.33	0.33	-
2133 Research Evaluation and Assessment (REA)	16.00	12.00	12.00	-
00030600 TESTING SPECIALIST	2.00	1.00	1.00	-
01051850 COORDINATOR-RESEARCH	1.00	-	-	-
01051950 COORDINATOR-EVALUATION	1.00	-	-	-
01052850 COORDINATOR I - ADMINISTRATIVE SUPPORT	-	3.00	3.00	-
01059999 COORD FORMATIVE ASSESSMENT	1.00	-	-	-
01093700 RESEARCH ANALYST	2.00	1.00	2.00	1.00
01220100 RESEARCH EVALUATOR	1.00	1.00	-	(1.00)
01280100 EXEC DIR RESEARCH STDS/ACC	1.00	1.00	1.00	-
01320500 ASSESSMENT MANAGER	1.00	1.00	1.00	-
03010200 RECORDS CLERK II	1.00	1.00	1.00	-
03010300 RECORDS CLERK III	1.00	1.00	1.00	-
03060300 ADMINISTRATIVE SECRETARY III	1.00	1.00	1.00	-
03110200 EXECUTIVE SECRETARY II	1.00	1.00	1.00	-
09020600 TEST DISTRIBUTION CLERK	2.00	-	-	-
2205 Academic Operations Technology and Innovation	3.00	3.00	3.00	-
01070100 ADMINISTRATIVE ASSISTANT	1.00	1.00	1.00	-
01279999 DEPUTY SUPERINTENDENT	1.00	1.00	1.00	-
03110200 EXECUTIVE SECRETARY II	1.00	1.00	1.00	-

II. STAFFING TRENDS (cont'd)

C. POSITIONS BY FUNCTION AND JOB DESCRIPTION (cont'd)

MEMPHIS CITY SCHOOLS POSITIONS BY FUNCTION AND JOB DESCRIPTION GENERAL FUND 1 FISCAL YEARS 2011 – 2013

Function and Job Description	Fiscal Year 2010-11	Fiscal Year 2011-12	Fiscal Year 2012-13	Variance 2012-13
2215 Parent and Community Engagement (PACE)	6.00	7.00	7.18	0.18
00189999 PARENT COUNSELOR	-	-	-	-
00289999 FAMILY RESOURCE CTR MANAGER	3.00	3.00	3.18	0.18
01025000 DIRECTOR-PARENTAL INVOLVEMENT	1.00	1.00	1.00	-
01050700 SPECIAL PROJECT COORDINATOR II	1.00	1.00	1.00	-
01102400 BEHAVIORAL SPECIALIST	-	-	-	-
02340100 TEACHER ON ASSIGNMENT	-	1.00	1.00	-
03079999 RECEPTIONIST	-	-	-	-
03110100 EXECUTIVE SECRETARY I	1.00	1.00	1.00	-
09260500 FAMILY SPECIALIST (FT)	-	-	-	-
2217 Adolescent Parenting	23.00	21.00	21.00	-
01053200 DAY CARE COORDINATOR	1.00	1.00	1.00	-
02000600 SPECIALTY PRINCIPAL	1.00	1.00	1.00	-
02020500 CLASSROOM TEACHER-SECONDARY	9.00	7.00	7.00	-
02240300 PROF SCH COUNSELOR-SEC	1.00	1.00	1.00	-
03010200 RECORDS CLERK II	1.00	1.00	1.00	-
09060200 EDUCATIONAL ASSISTANT	1.00	2.00	2.00	-
09060400 EDUCATIONAL ASST - INSTRUCTIONAL	9.00	3.00	2.00	(1.00)
09060500 EDUCATIONAL ASST - EARLY CHILDHOOD	-	5.00	6.00	1.00
2218 Volunteer Services	6.00	5.00	5.00	-
00031600 COMMUNITY PARTNER SPECIALIST	1.00	-	-	-
01027500 DIRECTOR I - ADMINISTRATIVE SUPPORT	1.00	1.00	1.00	-
01052850 COORDINATOR I - ADMINISTRATIVE SUPPORT	-	1.00	1.00	-
01057000 COORDINATOR-COMM PARTNERSHIPS	1.00	-	-	-
01112800 VOLUNTEER PROG MANAGER	1.00	1.00	1.00	-
01114000 MENTORING PROGRAM MANAGER	-	-	-	-
01320400 PARTNER SHARING CTR MGR	1.00	1.00	1.00	-
03060300 ADMINISTRATIVE SECRETARY III	-	-	-	-
03110100 EXECUTIVE SECRETARY I	1.00	1.00	1.00	-
2223 SFSF Family Resource Centers	2.00	1.82	1.82	-
00289999 FAMILY RESOURCE CTR MANAGER	2.00	1.82	1.82	-
2230 Special Education Administration	35.33	33.50	33.50	-
01025600 ASSISTANT EXECUTIVE DIRECTOR	1.00	-	-	-
01027450 DIRECTOR II	-	1.00	1.00	-
01051300 COORDINATOR-STAFF DEVELOPMENT	1.00	1.00	1.00	-
01055400 SPECIAL EDUC COORDINATOR	5.00	4.00	4.00	-
01091100 FINANCIAL ANALYST	-	1.00	1.00	-
01110100 OFFICE MANAGER	2.00	2.00	2.00	-
01280900 EXEC DIR EXCEPTIONAL CHILDREN	1.00	1.00	1.00	-
02071900 INSTR SUPERVISOR-SPECIAL ED	14.00	13.00	13.00	-
03010200 RECORDS CLERK II	6.00	5.00	5.00	-
03060100 ADMINISTRATIVE SECRETARY I	1.00	1.00	1.00	-
03060300 ADMINISTRATIVE SECRETARY III	2.00	1.50	1.50	-
03079999 RECEPTIONIST	0.33	1.00	1.00	-
03149999 COMMUNITY CONTACT ASSISTANT	-	-	-	-
03170100 CLERICAL ASSISTANT	2.00	2.00	2.00	-

II. STAFFING TRENDS (cont'd)

C. POSITIONS BY FUNCTION AND JOB DESCRIPTION (cont'd)

MEMPHIS CITY SCHOOLS POSITIONS BY FUNCTION AND JOB DESCRIPTION GENERAL FUND 1 FISCAL YEARS 2011 – 2013

Function and Job Description	Fiscal Year 2010-11	Fiscal Year 2011-12	Fiscal Year 2012-13	Variance 2012-13
2270 Technology and Careers	9.00	7.00	7.00	-
00031000 PROGRAM/PROJECT SPECIALIST	-	-	-	-
01050800 COORDINATOR-CURRICULUM DEVELOP	1.00	1.00	1.00	-
01053500 COORDINATOR-VOC-TECH CURR SER	-	-	-	-
01110100 OFFICE MANAGER	1.00	1.00	1.00	-
01281000 EXEC DIR CAREER & TECH EDUC	1.00	1.00	1.00	-
01281700 EXEC DIR INSTRUCTIONAL SUPPORT	1.00	-	-	-
02070800 INSTR SUPERVISOR-INDUSTRIAL ED	2.00	2.00	2.00	-
02070900 INSTR SUPERVISOR-HOME ECONOMIC	1.00	1.00	1.00	-
02071000 INSTR SUPV-VOC MARKETING/DE	1.00	-	-	-
02071100 INSTR SUPV-VOC VOE/BUS EDUC	1.00	-	-	-
02073000 INSTRUCTIONAL SUPERVISOR	-	1.00	1.00	-
2275 Adult Education Support	5.33	4.33	4.33	-
01130300 ACCOUNTANT-SENIOR	-	-	-	-
02072600 INSTR SUPV-ADULT BASIC EDUC	2.00	1.00	1.00	-
03010200 RECORDS CLERK II	1.00	1.00	1.00	-
03060100 ADMINISTRATIVE SECRETARY I	-	-	-	-
03060200 ADMINISTRATIVE SECRETARY II	1.00	1.00	1.00	-
03060300 ADMINISTRATIVE SECRETARY III	1.00	1.00	1.00	-
03079999 RECEPTIONIST	0.33	0.33	0.33	-
2405 Elementary School Leadership	351.00	344.50	334.50	(10.00)
02000100 PRINCIPAL-ELEMENTARY	103.00	102.50	100.50	(2.00)
02010100 ASSISTANT PRINCIPAL-ELEMENTARY	26.00	24.00	25.00	1.00
03099999 GENERAL OFFICE SECRETARY	117.00	115.00	111.00	(4.00)
03100100 SCHOOL SECRETARY-ELEMENTARY	105.00	103.00	98.00	(5.00)
2410 Secondary School Leadership	385.00	376.00	382.00	6.00
02000200 PRINCIPAL-JR HIGH	35.00	37.00	38.00	1.00
02000400 PRINCIPAL-SENIOR HIGH	28.00	28.00	28.00	-
02010200 ASSISTANT PRINCIPAL-SECONDARY	100.00	96.00	98.00	2.00
03099999 GENERAL OFFICE SECRETARY	158.00	151.00	153.00	2.00
03100200 SCHOOL SECRETARY-JR HIGH SCH	35.00	34.00	37.00	3.00
03100300 SCHOOL SECRETARY-SR HIGH SCH	29.00	30.00	28.00	(2.00)
2411 Regional Superintendent - Northeast (Region 3)	5.00	5.00	5.00	-
01027400 DIRECTOR I - INSTRUCTIONAL SUPPORT	1.00	1.00	1.00	-
01052850 COORDINATOR I - ADMINISTRATIVE SUPPORT	-	1.00	1.00	-
01059000 ACADEMIC COORDINATOR	-	-	-	-
01371500 REGIONAL SUPERINTENDENT	1.00	1.00	1.00	-
03010100 RECORDS CLERK I	1.00	-	-	-
03110100 EXECUTIVE SECRETARY I	1.00	1.00	1.00	-
03110200 EXECUTIVE SECRETARY II	1.00	1.00	1.00	-
2412 Regional Superintendent - Northwest (Region 1)	5.00	5.00	5.00	-
01027400 DIRECTOR I - INSTRUCTIONAL SUPPORT	1.00	1.00	1.00	-
01052850 COORDINATOR I - ADMINISTRATIVE SUPPORT	-	1.00	1.00	-
01059000 ACADEMIC COORDINATOR	-	-	-	-
01371500 REGIONAL SUPERINTENDENT	1.00	1.00	1.00	-
03010100 RECORDS CLERK I	1.00	-	-	-
03099999 GENERAL OFFICE SECRETARY	-	-	-	-
03110100 EXECUTIVE SECRETARY I	1.00	2.00	2.00	-
03110200 EXECUTIVE SECRETARY II	1.00	-	-	-

II. STAFFING TRENDS (cont'd)

C. POSITIONS BY FUNCTION AND JOB DESCRIPTION (cont'd)

MEMPHIS CITY SCHOOLS POSITIONS BY FUNCTION AND JOB DESCRIPTION GENERAL FUND 1 FISCAL YEARS 2011 – 2013

Function and Job Description	Fiscal Year 2010-11	Fiscal Year 2011-12	Fiscal Year 2012-13	Variance 2012-13
2414 Regional Superintendent - Southwest (Region 2)	5.00	5.00	5.00	-
01027400 DIRECTOR I - INSTRUCTIONAL SUPPORT	1.00	1.00	1.00	-
01052850 COORDINATOR I - ADMINISTRATIVE SUPPORT	-	1.00	1.00	-
01059000 ACADEMIC COORDINATOR	-	-	-	-
01371500 REGIONAL SUPERINTENDENT	1.00	1.00	1.00	-
03010100 RECORDS CLERK I	1.00	-	-	-
03110200 EXECUTIVE SECRETARY II	2.00	2.00	2.00	-
2416 Regional Superintendent - Southeast (Region 4)	4.00	4.00	5.00	1.00
01027400 DIRECTOR I - INSTRUCTIONAL SUPPORT	1.00	1.00	1.00	-
01052550 COORDINATOR II - INSTRUCTIONAL SUPPORT	-	1.00	1.00	-
01371500 REGIONAL SUPERINTENDENT	1.00	1.00	1.00	-
03010100 RECORDS CLERK I	-	-	1.00	1.00
03110100 EXECUTIVE SECRETARY I	1.00	-	1.00	1.00
03110200 EXECUTIVE SECRETARY II	1.00	1.00	-	(1.00)
2417 Striving Schools	5.00	5.00	5.00	-
01051300 COORDINATOR-STAFF DEVELOPMENT	2.00	2.00	2.00	-
01052850 COORDINATOR I - ADMINISTRATIVE SUPPORT	-	1.00	1.00	-
01059000 ACADEMIC COORDINATOR	1.00	-	-	-
01371400 CHIEF OF SCHOOL OPERATIONS	1.00	1.00	1.00	-
03110200 EXECUTIVE SECRETARY II	1.00	1.00	1.00	-
2420 Technology and Careers Administration	28.00	23.00	23.00	-
01080100 ML KING CENTER ADMINISTRATOR	-	1.00	-	(1.00)
02000600 SPECIALTY PRINCIPAL	7.00	5.00	5.00	-
02010200 ASSISTANT PRINCIPAL-SECONDARY	1.00	1.00	1.00	-
02010300 ASSISTANT PRINCIPAL-VOCATIONAL	6.00	4.00	5.00	1.00
03060100 ADMINISTRATIVE SECRETARY I	7.00	5.00	5.00	-
03100300 SCHOOL SECRETARY-SR HIGH SCH	7.00	7.00	7.00	-
2430 Exceptional Children Center Administration	6.00	6.00	6.00	-
02000600 SPECIALTY PRINCIPAL	2.00	2.00	2.00	-
03099999 GENERAL OFFICE SECRETARY	2.00	2.00	2.00	-
03100100 SCHOOL SECRETARY-ELEMENTARY	1.00	1.00	1.00	-
03100300 SCHOOL SECRETARY-SR HIGH SCH	1.00	1.00	1.00	-
2520 Student Accounting	26.30	22.00	22.00	-
00031900 CUSTOMER RELATIONS SPEC	1.00	-	4.00	4.00
00339999 CUSTOMER SERVICE REP	-	4.00	-	(4.00)
01027450 DIRECTOR II	-	1.00	1.00	-
01040400 SUPERVISOR-RECORDS	1.00	-	-	-
01050600 SPECIAL PROJECT COORDINATOR I	-	-	-	-
01050700 SPECIAL PROJECT COORDINATOR II	-	1.00	1.00	-
01052800 COORDINATOR-ATTENDANCE	1.00	1.00	1.00	-
01057600 SPEC PROJ/CHARTER SCHOOLS COOR	-	-	-	-
01058400 COORDINATOR-STUDENT DATA	1.00	1.00	1.00	-
01093500 GIS PLANNING ANALYST	0.30	-	-	-
01101300 NETWORK SPECIALIST-SENIOR	1.00	1.00	1.00	-
01102900 STUDENT INFO DATA SPECIALIST	9.00	8.00	8.00	-
01104100 STUDENT INFO DATA SPEC-SR	3.00	3.00	3.00	-
01104600 STUDENT PLACEMENT & ACCTG SPEC	2.00	1.00	1.00	-
01110100 OFFICE MANAGER	-	1.00	1.00	-
01281600 EXEC DIR SCHOOL CHOICE AND STUDENT ACCTG	1.00	-	-	-
03010200 RECORDS CLERK II	6.00	-	-	-

II. STAFFING TRENDS (cont'd)

C. POSITIONS BY FUNCTION AND JOB DESCRIPTION (cont'd)

MEMPHIS CITY SCHOOLS POSITIONS BY FUNCTION AND JOB DESCRIPTION GENERAL FUND 1 FISCAL YEARS 2011 – 2013

Function and Job Description	Fiscal Year 2010-11	Fiscal Year 2011-12	Fiscal Year 2012-13	Variance 2012-13
2530 Mental Health Administration	18.00	18.00	18.00	-
01027400 DIRECTOR I - INSTRUCTIONAL SUPPORT	-	1.00	1.00	-
01054800 MENTAL HLTH CTR COORDINATOR	1.00	-	-	-
01071000 RESEARCH ASSISTANT	1.00	1.00	1.00	-
02210200 SUPERVISING PSYCHOLOGIST	7.00	7.00	7.00	-
03010100 RECORDS CLERK I	1.00	1.00	1.00	-
03010200 RECORDS CLERK II	5.00	5.00	5.00	-
03060200 ADMINISTRATIVE SECRETARY II	1.00	-	-	-
03060300 ADMINISTRATIVE SECRETARY III	-	1.00	1.00	-
03149999 COMMUNITY CONTACT ASSISTANT	1.00	1.00	1.00	-
03159999 SECRETARIAL SPECIALIST	1.00	1.00	1.00	-
2540 Ida B Wells Academy	15.00	15.00	15.00	-
01070200 SPECIAL PROJECT ASSISTANT	1.00	1.00	1.00	-
02000100 PRINCIPAL-ELEMENTARY	1.00	-	-	-
02000600 SPECIALTY PRINCIPAL	-	1.00	1.00	-
02020300 CLASSROOM TEACHER 4-6	1.00	1.00	1.00	-
02020500 CLASSROOM TEACHER-SECONDARY	11.00	11.00	11.00	-
02150100 INSTRUCTIONAL FACILITATOR	-	-	-	-
03100200 SCHOOL SECRETARY-JR HIGH SCH	1.00	1.00	1.00	-
2543 Innovative Schools	9.00	8.00	8.00	-
00031000 PROGRAM/PROJECT SPECIALIST	1.00	1.00	1.00	-
01026200 DIRECTOR-ALTERNATIVE PROGRAMS	1.00	1.00	1.00	-
01050600 SPECIAL PROJECT COORDINATOR I	1.00	1.00	1.00	-
01050700 SPECIAL PROJECT COORDINATOR II	2.00	2.00	2.00	-
01057600 SPEC PROJ/CHARTER SCHOOLS COOR	1.00	1.00	1.00	-
01219999 PUPIL SERVICE HEARING OFFICER	1.00	1.00	1.00	-
03010200 RECORDS CLERK II	1.00	-	-	-
03110100 EXECUTIVE SECRETARY I	1.00	1.00	1.00	-
2555 Special Initiative and Student Support	3.00	3.00	2.50	(0.50)
01050600 SPECIAL PROJECT COORDINATOR I	-	-	0.50	0.50
01053400 COORDINATOR-INSTRUCTIONAL TECH	-	-	-	-
01070200 SPECIAL PROJECT ASSISTANT	1.00	1.00	-	(1.00)
02020600 CLASSROOM TEACHER-SECONDARY	-	-	-	-
03010200 RECORDS CLERK II	1.00	1.00	1.00	-
03060300 ADMINISTRATIVE SECRETARY III	-	-	-	-
03060500 ADMIN SEC III NON-UNION	1.00	1.00	1.00	-
2600 Operations	2.00	3.00	3.00	-
00032200 ADMINISTRATIVE SPECIALIST	-	1.00	1.00	-
01027500 DIRECTOR I - ADMINISTRATIVE SUPPORT	-	1.00	1.00	-
01070100 ADMINISTRATIVE ASSISTANT	1.00	-	-	-
01370400 CHIEF OPERATING OFFICER	-	-	-	-
01371600 DEPUTY SUPERINTENDENT - BUSINESS OPER	1.00	1.00	1.00	-
03060200 ADMINISTRATIVE SECRETARY II	-	-	-	-
2605 Finance	3.00	2.00	2.00	-
00030400 ACCOUNTING SPECIALIST	1.00	-	-	-
01050700 SPECIAL PROJECT COORDINATOR II	-	-	-	-
01052650 COORDINATOR II - ADMINISTRATIVE SUPPORT	1.00	1.00	1.00	-
01370300 CHIEF FINANCIAL OFFICER	1.00	1.00	1.00	-

II. STAFFING TRENDS (cont'd)

C. POSITIONS BY FUNCTION AND JOB DESCRIPTION (cont'd)

MEMPHIS CITY SCHOOLS POSITIONS BY FUNCTION AND JOB DESCRIPTION GENERAL FUND 1 FISCAL YEARS 2011 – 2013

Function and Job Description	Fiscal Year 2010-11	Fiscal Year 2011-12	Fiscal Year 2012-13	Variance 2012-13
2610 Employment Services	35.00	29.00	29.00	-
00031000 PROGRAM/PROJECT SPECIALIST	1.00	-	-	-
00031700 CERTIFICATION/COMP SPECIALIST	2.00	2.00	2.00	-
00340100 HUMAN RESOURCES STAFFING ASST	4.00	4.00	4.00	-
01050600 SPECIAL PROJECT COORDINATOR I	1.00	-	-	-
01052850 COORDINATOR I - ADMINISTRATIVE SUPPORT	-	1.00	1.00	-
01057200 HUMAN RESOURCES COORDINATOR	2.00	1.00	1.00	-
01070200 SPECIAL PROJECT ASSISTANT	4.00	4.00	4.00	-
01092900 HUMAN RESOURCES ANALYST	1.00	-	-	-
01093000 HUMAN RES INFORMATION ANALYST	1.00	1.00	1.00	-
01093100 OPERATIONS FINANCIAL ANALYST	1.00	1.00	1.00	-
01103400 HUMAN RESOURCES SPECIALIST I	1.00	-	-	-
01103700 BENEFITS SPECIALIST II	-	1.00	1.00	-
01280600 EXEC DIR HUMAN RESOURCES	-	1.00	1.00	-
01290500 ASSOC SUPT HUMAN RESOURCES	-	-	-	-
01290800 ASSOCIATE SUPERINTENDENT	1.00	-	-	-
01380300 HUMAN RESOURCES RECORDS SUPV	1.00	-	-	-
01420100 HUMAN RESOURCES TEAM LEADER	2.00	2.00	2.00	-
01430100 HUMAN RESOURCES GENERALIST	3.00	3.00	3.00	-
03010200 RECORDS CLERK II	1.00	-	-	-
03050500 HUMAN RESOURCES CLERK II	5.00	5.00	5.00	-
03079999 RECEPTIONIST	1.00	1.00	1.00	-
03089999 TELEPHONE OPERATOR	1.00	-	-	-
03110200 EXECUTIVE SECRETARY II	1.00	1.00	1.00	-
03110500 CUSTOMER SERV REPRESENTATIVE	1.00	1.00	1.00	-
2611 EEOC / Equity & Contract Management	2.00	2.00	2.00	-
01052850 COORDINATOR I - ADMINISTRATIVE SUPPORT	-	1.00	-	(1.00)
01059100 COORDINATOR-EQUITY	1.00	-	1.00	1.00
01105000 EQUITY SPECIALIST	-	1.00	1.00	-
01380200 PARALEGAL	1.00	-	-	-
2612 Compensation	2.00	4.00	4.00	-
00031000 PROGRAM/PROJECT SPECIALIST	-	1.00	1.00	-
00341200 COMPENSATION ASSISTANT	-	1.00	1.00	-
01052650 COORDINATOR II - ADMINISTRATIVE SUPPORT	-	1.00	1.00	-
01082100 COMPENSATION ADMINISTRATOR	1.00	-	-	-
01097000 COMPENSATION ADVISOR - SENIOR	-	1.00	1.00	-
03051200 COMPENSATION CLERK II	1.00	-	-	-
2613 Strategic Planning, Acctblty and System Wide	1.00	1.00	1.00	-
01020500 DIRECTOR-FOOD&NUTRITION SERVS	1.00	-	-	-
01025500 DIRECTOR SCHOOL REFORM INITIATIVES	-	-	-	-
01027500 DIRECTOR I - ADMINISTRATIVE SUPPORT	-	1.00	1.00	-
2620 Labor Relations	3.00	4.00	4.00	-
00341300 LABOR RELATION ASSISTANT	-	1.00	1.00	-
01052650 COORDINATOR II - ADMINISTRATIVE SUPPORT	-	1.00	1.00	-
01082200 LABOR RELATIONS ADMINISTRATOR	2.00	2.00	2.00	-
03110100 EXECUTIVE SECRETARY I	1.00	-	-	-

II. STAFFING TRENDS (cont'd)

C. POSITIONS BY FUNCTION AND JOB DESCRIPTION (cont'd)

MEMPHIS CITY SCHOOLS POSITIONS BY FUNCTION AND JOB DESCRIPTION GENERAL FUND 1 FISCAL YEARS 2011 – 2013

Function and Job Description	Fiscal Year 2010-11	Fiscal Year 2011-12	Fiscal Year 2012-13	Variance 2012-13
2630 Information Technology	64.00	62.00	58.00	(4.00)
00031200 DATA PROCESSING SPECIALIST	4.00	2.00	2.00	-
00370100 SYSTEMS OPERATOR	3.00	3.00	3.00	-
00750100 SCHOOL TECH SPEC I	1.00	1.00	1.00	-
00750300 SCHOOL TECH SPEC III	2.00	2.00	2.00	-
01023000 DIRECTOR-INFORMATION TECH.	1.00	-	-	-
01027500 DIRECTOR I - ADMINISTRATIVE SUPPORT	-	2.00	1.00	(1.00)
01050600 SPECIAL PROJECT COORDINATOR I	-	-	2.00	2.00
01052850 COORDINATOR I - ADMINISTRATIVE SUPPORT	-	1.00	1.00	-
01057900 TECHNOLOGY PROJ OFF COORD	1.00	-	-	-
01071300 TECHNOLOGY PROJECT ASST	1.00	-	-	-
01081100 SYSTEMS ADMINISTRATOR-SENIOR	3.00	3.00	3.00	-
01081400 SYSTEMS ADMINISTRATOR	1.00	1.00	2.00	1.00
01081800 INFORMATION TECH SEC ADMIN	1.00	2.00	-	(2.00)
01082300 SR TECHNOLOGY PROJ ADMIN	1.00	1.00	-	(1.00)
01091000 ANALYST-SR. DATA BASE	2.00	2.00	2.00	-
01091800 COMPUTER SYSTEMS ANALYST-SR	8.00	7.00	7.00	-
01092200 COMMUNICATIONS NETWORK ANAL-SR	4.00	4.00	4.00	-
01093200 BUSINESS SUPPORT ANALYST	1.00	1.00	1.00	-
01101300 NETWORK SPECIALIST-SENIOR	5.00	5.00	5.00	-
01101400 NETWORK SPECIALIST	5.00	5.00	5.00	-
01101600 INFORMATION SYSTEMS SPECIALIST	2.00	5.00	1.00	(4.00)
01103800 BUSINESS SUPPORT SPECIALIST	1.00	1.00	1.00	-
01111400 COMMUNICATIONS MANAGER	-	-	1.00	1.00
01113000 APP DEV & INTEGRATION MGR	1.00	1.00	1.00	-
01113100 ENTERPRISE SYS SERV MANAGER	1.00	1.00	1.00	-
01113200 NETWORK & TELECOM MANAGER	1.00	1.00	1.00	-
01114500 DATA SECURITY MANAGER	1.00	1.00	1.00	-
01150500 SYSTEMS PROGRAMMER-SENIOR	2.00	1.00	1.00	-
01150600 APPLICATIONS PROGRAMMER-SR	8.00	7.00	7.00	-
01310200 NETWORK ENGINEER	1.00	1.00	1.00	-
01370500 CHIEF TECHNOLOGY OFFICER	1.00	-	-	-
01371700 CHIEF INFORMATION OFFICER	1.00	1.00	1.00	-
2702 Payroll Services	12.00	12.00	12.00	-
00030200 PAYROLL SPECIALIST	7.00	7.00	7.00	-
00340200 FISCAL ASSISTANT	-	1.00	1.00	-
01026600 DIRECTOR-PAYROLL	1.00	1.00	1.00	-
01041500 SUPERVISOR-PAYROLL	-	2.00	2.00	-
01130200 ACCOUNTANT	2.00	-	-	-
01130300 ACCOUNTANT-SENIOR	1.00	1.00	1.00	-
03030100 FINANCE CLERK I	-	-	-	-
03030200 FINANCE CLERK II	-	-	-	-
03030300 FINANCE CLERK III	1.00	-	-	-
2704 Budget Services	8.00	7.00	7.00	-
00030400 ACCOUNTING SPECIALIST	2.00	1.00	1.00	-
01026700 DIRECTOR-BUDGET	1.00	1.00	1.00	-
01052450 COORDINATOR-BUDGET	2.00	2.00	2.00	-
01130100 ACCOUNTANT-STAFF	-	-	-	-
01130200 ACCOUNTANT	1.00	1.00	1.00	-
01130300 ACCOUNTANT-SENIOR	2.00	2.00	2.00	-

II. STAFFING TRENDS (cont'd)

C. POSITIONS BY FUNCTION AND JOB DESCRIPTION (cont'd)

MEMPHIS CITY SCHOOLS POSITIONS BY FUNCTION AND JOB DESCRIPTION GENERAL FUND 1 FISCAL YEARS 2011 – 2013

Function and Job Description	Fiscal Year 2010-11	Fiscal Year 2011-12	Fiscal Year 2012-13	Variance 2012-13
2710 Fiscal Services	13.00	12.00	12.00	-
00030400 ACCOUNTING SPECIALIST	5.00	5.00	5.00	-
01052000 COORDINATOR-FINANCE	1.00	-	-	-
01052650 COORDINATOR II - ADMINISTRATIVE SUPPORT	-	1.00	1.00	-
01130200 ACCOUNTANT	2.00	2.00	2.00	-
01130300 ACCOUNTANT-SENIOR	3.00	3.00	3.00	-
01281200 EXEC DIR FISCAL SERVICES	1.00	1.00	1.00	-
03030200 FINANCE CLERK II	-	-	-	-
03110200 EXECUTIVE SECRETARY II	1.00	-	-	-
2719 Office of the Chief Contracting Officer	2.00	2.00	2.00	-
00032200 ADMINISTRATIVE SPECIALIST	1.00	-	-	-
01371100 CHIEF CONTRACTING OFFICER	1.00	1.00	1.00	-
03060300 ADMINISTRATIVE SECRETARY III	-	1.00	1.00	-
2720 Procurement Services	12.00	11.00	11.00	-
00030300 PURCHASING SPECIALIST	2.00	2.00	2.00	-
01023300 DIRECTOR-PROCUREMENT	1.00	1.00	1.00	-
01050700 SPECIAL PROJECT COORDINATOR II	1.00	1.00	1.00	-
01120400 TRANSACTIONAL SOURCING ANALYST	2.00	2.00	2.00	-
01120500 STRATEGIC SOURCING LEADER	2.00	2.00	2.00	-
03040100 PURCHASING CLERK I	1.00	1.00	1.00	-
03040300 PURCHASING CLERK III	2.00	1.00	1.00	-
03110100 EXECUTIVE SECRETARY I	1.00	1.00	1.00	-
2725 Accounts Payable Services	8.00	8.00	8.00	-
00030400 ACCOUNTING SPECIALIST	6.00	6.00	5.00	(1.00)
00071100 LEAD ACCOUNTING SPECIALIST	-	-	1.00	1.00
00340200 FISCAL ASSISTANT	-	-	1.00	1.00
01041600 SUPERVISOR-ACCOUNTS PAYABLE	-	1.00	1.00	-
01052650 COORDINATOR II - ADMINISTRATIVE SUPPORT	1.00	-	-	-
01111100 ACCTS PAYABLE & DATA MANAGER	-	-	-	-
03030200 FINANCE CLERK II	1.00	1.00	-	(1.00)
03030300 FINANCE CLERK III	-	-	-	-
2806 Risk Management	6.00	6.00	6.00	-
01050600 SPECIAL PROJECT COORDINATOR I	1.00	1.00	1.00	-
01058000 COORDINATOR-RISK MANAGEMENT	1.00	1.00	1.00	-
01070200 SPECIAL PROJECT ASSISTANT	1.00	1.00	1.00	-
01082500 RISK ADMINISTRATOR	1.00	1.00	1.00	-
01269999 SAFETY OFFICER	1.00	1.00	1.00	-
03060300 ADMINISTRATIVE SECRETARY III	1.00	1.00	1.00	-
2808 Facility Support Center	20.00	19.00	19.00	-
00030700 COMPUTER SYSTEMS SPECIALIST	1.00	1.00	1.00	-
00049999 MAINTENANCE SERVICE MONITOR	1.00	1.00	1.00	-
00070600 WAREHOUSE FIRST LINE SUPV	1.00	1.00	1.00	-
00249999 INVENTORY CLERK	5.00	5.00	5.00	-
01090500 STATISTICAL ANALYST	1.00	1.00	1.00	-
01092000 NETWORK INSTALL ANALYST-SR	-	-	-	-
01092300 APPLICATIONS SUPPORT ANALYST	1.00	1.00	1.00	-
01092700 NETWORK INSTALL ANALYST	-	-	-	-
01110400 MAINTENANCE INFO SYS MANAGER	-	-	-	-
03010200 RECORDS CLERK II	6.00	6.00	6.00	-
06019999 TRUCK DRIVER-MAINTENANCE	1.00	1.00	1.00	-
06050100 MAINTENANCE HELPER	3.00	2.00	2.00	-

II. STAFFING TRENDS (cont'd)

C. POSITIONS BY FUNCTION AND JOB DESCRIPTION (cont'd)

MEMPHIS CITY SCHOOLS POSITIONS BY FUNCTION AND JOB DESCRIPTION GENERAL FUND 1 FISCAL YEARS 2011 – 2013

Function and Job Description	Fiscal Year 2010-11	Fiscal Year 2011-12	Fiscal Year 2012-13	Variance 2012-13
2811 Custodial Services	1,017.88	1,081.88	1,021.00	(60.88)
01027600 DIRECTOR I - FACILITY SUPPORT	-	1.00	1.00	-
01058500 COORD-CUST/GROUNDS/PEST CONT	1.00	-	-	-
01111700 ZONE MANAGER	2.00	2.00	2.00	-
01114700 TRAINING MANAGER	1.00	1.00	1.00	-
03010100 RECORDS CLERK I	1.00	1.00	1.00	-
03010200 RECORDS CLERK II	1.00	1.00	1.00	-
03010300 RECORDS CLERK III	1.00	1.00	1.00	-
05009999 DRIVER EDUC OPERATION ENGINEER	1.00	1.00	1.00	-
05010100 SUPV BLDG ENG-ELEMENTARY	107.00	119.00	116.00	(3.00)
05010200 SUPV BLDG ENG-JR HIGH	35.00	37.00	37.00	-
05010300 SUPV BLDG ENG-SR HIGH	29.00	36.00	36.00	-
05010400 SUPV BLDG ENG-RELIEF	2.00	2.00	2.00	-
05010700 SUPV BLDG ENG-VOC TECH	7.00	7.00	7.00	-
05010800 CUST ZONE SUPV-ITINERANT	6.00	6.00	6.00	-
05029999 STADIUM KEEPER/RELIEF SBE	1.00	1.00	1.00	-
05040100 ASST ADMIN PLANT ENGINEER	1.00	1.00	1.00	-
05050200 ASST SUPV BLDG ENG-JR HS	21.00	25.00	25.00	-
05050300 ASST SUPV BLDG ENG-SR H 1-499	22.00	32.00	32.00	-
05060100 ADMINISTRATIVE PLANT ENGINEER	3.00	3.00	3.00	-
05079999 SUPERVISING BLDG ENG TRAINEE	13.00	34.00	34.00	-
05080100 FACILITIES SUPV BLDG ENG	1.00	1.00	1.00	-
07080200 CUSTODIAL HELPER	632.88	638.88	584.00	(54.88)
07080900 CUSTODIAL HELPER-LEAD	116.00	117.00	114.00	(3.00)
07081100 CUSTODIAL STADIUM HELPER	10.00	11.00	11.00	-
09220900 LEAD UNIT SUPPLY TECHNICIAN	1.00	1.00	1.00	-
09399999 UNIT SUPPLY TECHNICIAN	2.00	2.00	2.00	-
2814 Fire Safety	2.00	2.00	2.00	-
00011100 PROJECT FACILITATOR I	2.00	2.00	2.00	-
2850 Security Operations	34.00	35.00	35.00	-
00031300 BACKGROUND SPECIALIST	2.00	2.00	2.00	-
00032300 SECURITY FLEET SPECIALIST	1.00	1.00	1.00	-
00230200 ALARM/CCTV TECHNICIAN	1.00	1.00	1.00	-
00230300 ALARM/CCTV ASSISTANT	4.00	4.00	4.00	-
01026500 DIRECTOR-SECURITY SERVICES	1.00	1.00	1.00	-
01040600 SUPERVISOR-SECURITY	1.00	1.00	1.00	-
01050600 SPECIAL PROJECT COORDINATOR I	1.00	1.00	1.00	-
01050700 SPECIAL PROJECT COORDINATOR II	-	-	-	-
01052650 COORDINATOR II - ADMINISTRATIVE SUPPORT	1.00	1.00	1.00	-
01053100 COORDINATOR-SECURITY SERVICES	1.00	1.00	1.00	-
01071200 EXECUTIVE ASSISTANT	1.00	1.00	1.00	-
01095000 SECURITY DATA ANALYST	1.00	1.00	1.00	-
01104900 SUPERVISOR CRIMINAL INVESTIGATOR	2.00	2.00	2.00	-
01105300 TRANSPORTATION SAFETY SPECIALIST	-	1.00	1.00	-
01371300 CHIEF OF SAFETY AND SECURITY	1.00	1.00	1.00	-
03110100 EXECUTIVE SECRETARY I	-	-	-	-
09139999 MOBILE SECURITY OFFICER	10.00	10.00	10.00	-
09179999 SECURITY SYSTEM OPERATOR	6.00	6.00	6.00	-
2852 SFSF Safe Schools	2.00	2.00	2.00	-
01082300 SR TECHNOLOGY PROJ ADMIN	1.00	1.00	1.00	-
02260100 SPEC-PREVENTION/INTERVENTION	1.00	1.00	1.00	-

II. STAFFING TRENDS (cont'd)

C. POSITIONS BY FUNCTION AND JOB DESCRIPTION (cont'd)

MEMPHIS CITY SCHOOLS POSITIONS BY FUNCTION AND JOB DESCRIPTION GENERAL FUND 1 FISCAL YEARS 2011 – 2013

Function and Job Description	Fiscal Year 2010-11	Fiscal Year 2011-12	Fiscal Year 2012-13	Variance 2012-13
2922 Facility Support Maintenance	33.00	32.00	32.00	-
00021000 PMT SUPERVISOR	1.00	2.00	2.00	-
00031100 COMPLIANCE SPECIALIST	1.00	1.00	1.00	-
00149999 ASBESTOS PLANNER	1.00	1.00	1.00	-
01027600 DIRECTOR I - FACILITY SUPPORT	-	1.00	1.00	-
01058800 COORDINATOR-FAC.SUPPORT MAINT.	1.00	-	-	-
08020102 MAINT TECH II - CARPENTER	9.00	8.00	8.00	-
08040102 MAINT TECH IV - ROOFER	9.00	7.00	7.00	-
09220200 TECHNICIAN - ASBESTOS ABAT I	1.00	1.00	1.00	-
09220300 TECHNICIAN - ASBESTOS ABAT II	6.00	7.00	7.00	-
09220400 TECHNICIAN - ASBESTOS ABAT III	4.00	4.00	4.00	-
2929 HVAC Maintenance	32.00	29.00	29.00	-
00010700 HVAC MECHANICAL MASTER	1.00	-	-	-
00021000 PMT SUPERVISOR	1.00	-	-	-
00021200 HVAC PREV MAIN SUPV	-	-	-	-
00021500 ENERGY MANAGEMENT SUPERVISOR	1.00	-	-	-
08000105 MASTER MAINT TECH-HVAC	1.00	2.00	2.00	-
08000106 ENERGY MAINTENANCE TECHNICIAN	1.00	1.00	1.00	-
08050101 MAINT MECHANIC - A	3.00	4.00	4.00	-
08050102 MAINT MECHANIC - B	9.00	9.00	9.00	-
08050103 MAINT MECHANIC - C	4.00	3.00	3.00	-
08060100 HVAC MECHANIC I	3.00	3.00	3.00	-
08060200 HVAC MECHANIC II	4.00	4.00	4.00	-
08070101 STEAM - PIPE FITTER	2.00	2.00	2.00	-
09220300 TECHNICIAN - ASBESTOS ABAT II	2.00	1.00	1.00	-
2935 Other Ground Services	50.00	47.00	47.00	-
00070900 LABOR FIRST LINE SUPV	3.00	3.00	3.00	-
01114600 GROUNDS MANAGER	1.00	1.00	1.00	-
06009999 CREWPERSON	20.00	19.00	19.00	-
06019999 TRUCK DRIVER-MAINTENANCE	15.00	13.00	13.00	-
06110400 SMALL ENGINE MECHANIC	1.00	1.00	1.00	-
06170100 GAS TRUCK DRIVER	1.00	1.00	1.00	-
09020100 TOOL/EQUIPMENT CLERK I	1.00	1.00	1.00	-
09140100 PEST CONTROL TECHNICIAN I	5.00	5.00	5.00	-
09140200 PEST CONTROL TECHNICIAN II	2.00	2.00	2.00	-
09160100 REPAIRPERSON - FLOOR MACHINE	1.00	1.00	1.00	-
2941 Specialty Maintenance	19.00	17.00	17.00	-
00011200 PROJECT FACILITATOR II	2.00	2.00	2.00	-
00070900 LABOR FIRST LINE SUPV	1.00	1.00	1.00	-
06009999 CREWPERSON	4.00	4.00	4.00	-
06019999 TRUCK DRIVER-MAINTENANCE	10.00	9.00	9.00	-
06159999 HEAVY EQUIPMENT OPERATOR	2.00	1.00	1.00	-

II. STAFFING TRENDS (cont'd)

C. POSITIONS BY FUNCTION AND JOB DESCRIPTION (cont'd)

MEMPHIS CITY SCHOOLS POSITIONS BY FUNCTION AND JOB DESCRIPTION GENERAL FUND 1 FISCAL YEARS 2011 – 2013

Function and Job Description	Fiscal Year 2010-11	Fiscal Year 2011-12	Fiscal Year 2012-13	Variance 2012-13
2942 General Zone Maintenance	24.00	23.00	23.00	-
00010800 GAS MASTER	1.00	1.00	1.00	-
00010900 MASTER ELECTRICIAN	1.00	1.00	1.00	-
00011000 MASTER PLUMBER	1.00	1.00	1.00	-
00021400 SPECIAL PROJ SUPV	1.00	1.00	1.00	-
01058900 COORDINATOR-ZONE MAINT.	1.00	-	-	-
01281400 EXEC DIR FACILITIES MANAGEMENT	1.00	1.00	1.00	-
03010300 RECORDS CLERK III	1.00	1.00	1.00	-
03099999 GENERAL OFFICE SECRETARY	-	-	-	-
03110100 EXECUTIVE SECRETARY I	1.00	1.00	1.00	-
08000101 MASTER MAINT TECH-ELECTRICIAN	-	-	-	-
08000104 MASTER MAINT TECH-PLUMBER	1.00	1.00	1.00	-
08000105 MASTER MAINT TECH-HVAC	-	-	-	-
08030101 MAINT TECH III - PAINTER	11.00	11.00	11.00	-
08030103 MAINT TECH III - BRICKLAYER	3.00	3.00	3.00	-
08030104 MAINT TECH III - PLASTERER	1.00	1.00	1.00	-
08050103 MAINT MECHANIC - C	-	-	-	-
2943 Zone 1 Maintenance	-	-	-	-
00021100 ZONE SUPERVISOR	-	-	-	-
00021300 HVAC SUPERVISOR	-	-	-	-
08000101 MASTER MAINT TECH-ELECTRICIAN	-	-	-	-
08000104 MASTER MAINT TECH-PLUMBER	-	-	-	-
08000105 MASTER MAINT TECH-HVAC	-	-	-	-
08010102 MAINT TECH I - SHEET METAL WRKR	-	-	-	-
08020102 MAINT TECH II - CARPENTER	-	-	-	-
08020103 MAINT TECH II - CARPENTER/WELDER	-	-	-	-
08060200 HVAC MECHANIC II	-	-	-	-
2944 Zone 2 Maintenance	35.00	36.00	36.00	-
00021100 ZONE SUPERVISOR	2.00	2.00	2.00	-
00021300 HVAC SUPERVISOR	1.00	1.00	1.00	-
01058900 COORDINATOR-ZONE MAINT.	1.00	1.00	1.00	-
08000101 MASTER MAINT TECH-ELECTRICIAN	10.00	10.00	10.00	-
08000104 MASTER MAINT TECH-PLUMBER	7.00	7.00	7.00	-
08000105 MASTER MAINT TECH-HVAC	5.00	5.00	5.00	-
08010102 MAINT TECH I - SHEET METAL WRKR	2.00	2.00	2.00	-
08020102 MAINT TECH II - CARPENTER	5.00	6.00	6.00	-
08020103 MAINT TECH II - CARPENTER/WELDER	1.00	1.00	1.00	-
08060200 HVAC MECHANIC II	1.00	1.00	1.00	-
2945 Zone 3 Maintenance	36.00	36.00	36.00	-
00021100 ZONE SUPERVISOR	2.00	2.00	2.00	-
00021300 HVAC SUPERVISOR	1.00	1.00	1.00	-
01058900 COORDINATOR-ZONE MAINT.	1.00	1.00	1.00	-
08000101 MASTER MAINT TECH-ELECTRICIAN	9.00	9.00	9.00	-
08000104 MASTER MAINT TECH-PLUMBER	8.00	8.00	8.00	-
08000105 MASTER MAINT TECH-HVAC	4.00	4.00	4.00	-
08010102 MAINT TECH I - SHEET METAL WRKR	1.00	1.00	1.00	-
08020102 MAINT TECH II - CARPENTER	7.00	6.00	6.00	-
08020103 MAINT TECH II - CARPENTER/WELDER	1.00	1.00	1.00	-
08060200 HVAC MECHANIC II	2.00	3.00	3.00	-

II. STAFFING TRENDS (cont'd)

C. POSITIONS BY FUNCTION AND JOB DESCRIPTION (cont'd)

MEMPHIS CITY SCHOOLS POSITIONS BY FUNCTION AND JOB DESCRIPTION GENERAL FUND 1 FISCAL YEARS 2011 – 2013

Function and Job Description	Fiscal Year 2010-11	Fiscal Year 2011-12	Fiscal Year 2012-13	Variance 2012-13
2946 Zone 4 Maintenance	34.00	35.00	35.00	-
00021100 ZONE SUPERVISOR	2.00	2.00	2.00	-
00021300 HVAC SUPERVISOR	1.00	1.00	1.00	-
01058900 COORDINATOR-ZONE MAINT.	1.00	1.00	1.00	-
08000101 MASTER MAINT TECH-ELECTRICIAN	10.00	10.00	10.00	-
08000104 MASTER MAINT TECH-PLUMBER	7.00	7.00	7.00	-
08000105 MASTER MAINT TECH-HVAC	4.00	4.00	4.00	-
08010102 MAINT TECH I - SHEET METAL WRKR	-	-	-	-
08020102 MAINT TECH II - CARPENTER	5.00	6.00	6.00	-
08020103 MAINT TECH II - CARPENTER/WELDER	1.00	1.00	1.00	-
08060200 HVAC MECHANIC II	3.00	3.00	3.00	-
2951 Vehicle Repair	9.00	9.00	9.00	-
00070300 AUTO MECH FIRST LINE SUPV	1.00	1.00	1.00	-
06110300 MECHANIC - A	1.00	1.00	1.00	-
06120100 MECHANIC I - CERTIFIED	2.00	2.00	2.00	-
06120200 MECHANIC II - CERTIFIED	2.00	2.00	2.00	-
06149999 TIRE REPAIR/LUBRICATION PERSON	3.00	3.00	3.00	-
2953 Electronic Equipment Repair	8.00	8.00	8.00	-
01092000 NETWORK INSTALL ANALYST-SR	1.00	1.00	1.00	-
01092700 NETWORK INSTALL ANALYST	3.00	3.00	3.00	-
08000101 MASTER MAINT TECH-ELECTRICIAN	1.00	1.00	1.00	-
09220600 TECHNICIAN - ELECTRONICS II	3.00	3.00	3.00	-
2954 Band Instrument Repair	3.00	3.00	3.00	-
09160200 MUSIC INST REPAIR TECH	3.00	3.00	3.00	-
2990 Regular Transportation	5.30	4.00	4.00	-
00030400 ACCOUNTING SPECIALIST	0.50	-	-	-
00030900 TRANSPORTATION SPECIALIST I	1.50	1.00	1.50	0.50
00032400 TRANSPORTATION SPECIALIST II	0.50	0.50	0.50	-
00120300 TRANSPORTATION SUPERVISOR	0.50	-	-	-
01027500 DIRECTOR I - ADMINISTRATIVE SUPPORT	0.50	0.50	0.50	-
01052850 COORDINATOR I - ADMINISTRATIVE SUPPORT	-	-	0.50	0.50
01091800 COMPUTER SYSTEMS ANALYST-SR	-	0.50	0.50	-
01092200 COMMUNICATIONS NETWORK ANAL-SR	-	-	-	-
01093500 GIS PLANNING ANALYST	0.30	-	-	-
01101300 NETWORK SPECIALIST-SENIOR	0.50	-	-	-
01105300 TRANSPORTATION SAFETY SPECIALIST	0.50	-	-	-
01113800 TRANSPORTATION MANAGER	-	1.00	-	(1.00)
03110100 EXECUTIVE SECRETARY I	0.50	0.50	0.50	-
2995 Exceptional Children Transportation	5.00	4.00	4.00	-
00030400 ACCOUNTING SPECIALIST	0.50	-	-	-
00030900 TRANSPORTATION SPECIALIST I	1.50	1.00	1.50	0.50
00032400 TRANSPORTATION SPECIALIST II	0.50	0.50	0.50	-
00120300 TRANSPORTATION SUPERVISOR	0.50	-	-	-
01027500 DIRECTOR I - ADMINISTRATIVE SUPPORT	0.50	0.50	0.50	-
01052850 COORDINATOR I - ADMINISTRATIVE SUPPORT	-	-	0.50	0.50
01091800 COMPUTER SYSTEMS ANALYST-SR	-	0.50	0.50	-
01101300 NETWORK SPECIALIST-SENIOR	0.50	-	-	-
01105300 TRANSPORTATION SAFETY SPECIALIST	0.50	-	-	-
01113800 TRANSPORTATION MANAGER	-	1.00	-	(1.00)
03110100 EXECUTIVE SECRETARY I	0.50	0.50	0.50	-

II. STAFFING TRENDS (cont'd)

C. POSITIONS BY FUNCTION AND JOB DESCRIPTION (concl'd)

**MEMPHIS CITY SCHOOLS
POSITIONS BY FUNCTION AND JOB DESCRIPTION
GENERAL FUND 1
FISCAL YEARS 2011 – 2013**

Function and Job Description	Fiscal Year 2010-11	Fiscal Year 2011-12	Fiscal Year 2012-13	Variance 2012-13
4723 Mail and Distribution	7.00	6.00	6.00	-
00070700 MAIL DIST FIRST LINE SUPV	1.00	-	-	-
07010100 TRUCK DRIVER II	3.00	3.00	3.00	-
07019999 TRUCK DRIVER	1.00	1.00	1.00	-
07039999 MAIL CLERK	1.00	1.00	1.00	-
07099999 WAREHOUSE CLERK	1.00	1.00	1.00	-
4730 Asset Management	4.00	4.00	4.00	-
00070600 WAREHOUSE FIRST LINE SUPV	1.00	1.00	1.00	-
00249999 INVENTORY CLERK	1.00	1.00	1.00	-
01092300 APPLICATIONS SUPPORT ANALYST	-	-	-	-
01102100 DATA INFO SPECIALIST	1.00	1.00	1.00	-
07010100 TRUCK DRIVER II	1.00	1.00	1.00	-
Grand Total	10,431.85	10,046.52	9,929.74	(116.78)

II. STAFFING TRENDS (cont'd)

D. POSITIONS BY PROJECT AND JOB DESCRIPTION

**MEMPHIS CITY SCHOOLS
POSITIONS BY PROJECT AND JOB DESCRIPTION
CAPITAL IMPROVEMENT PROJECT FUND 2
FISCAL YEARS 2011 – 2013**

Project and Job Description	Fiscal year 2010 - 11	Fiscal year 2011 - 12	Fiscal year 2012 - 13	Variance 2013 - 2012
Comprehensive Planning	6.00	5.40	6.00	0.60
01027500 Director I Admin Support	-	-	1.00	1.00
01052250 Coordinator - Comprehensive Planning	1.00	1.00	-	(1.00)
01093500 GIS Planning Anslst	1.00	0.40	1.00	0.60
01093600 Comprehensive Planning Analyst	3.00	3.00	3.00	-
03110100 Exec. Secy. I	1.00	1.00	1.00	-
Facility Improvement	21.00	21.00	20.00	(1.00)
00010144 Facilities Project Planner	-	-	1.00	1.00
00011100 Project Facilitator I	5.00	5.00	5.00	-
00011200 Project Facilitator II	4.00	4.00	4.00	-
00011400 Project Inspector	1.00	1.00	-	(1.00)
00060100 Draftsman	1.00	1.00	1.00	-
00060300 Lead Drafter	1.00	1.00	1.00	-
00060400 Drafter	1.00	1.00	-	(1.00)
00100100 Construction Inspector	1.00	1.00	1.00	-
01052350 Coordinator-Construction	1.00	1.00	1.00	-
01058700 Coordinator Fac Impr Mgr	1.00	1.00	1.00	-
01440100 Facilities Project Planner	3.00	3.00	3.00	-
03010200 Records Clerk II	1.00	1.00	1.00	-
03110100 Exec. Secy. I	1.00	1.00	1.00	-
Grand Total	27.00	26.40	26.00	(0.40)

II. STAFFING TRENDS (cont'd)

D. POSITIONS BY PROJECT AND JOB DESCRIPTION (cont'd)

MEMPHIS CITY SCHOOLS POSITIONS BY PROJECT AND JOB DESCRIPTION NON-FEDERAL PROGRAMS FUND 4 FISCAL YEARS 2011 – 2013

Project and Job Description	Fiscal Year 2010 - 2011	Fiscal Year 2011 - 2012	Fiscal Year 2012 - 2013	Variance 2013 - 2012
809 Research and Evaluation	2.00	2.00	2.00	-
01071000 RESEARCH ASSISTANT	1.00	1.00	1.00	-
01102100 DATA INFO SPECIALIST	1.00	1.00	1.00	-
813 School Services	8.00	8.00	-	(8.00)
02000400 PRINCIPAL-SENIOR HIGH	-	-	-	-
02150200 INSTRUCTIONAL FACILITATOR	-	-	-	-
02240300 PROF SCH COUNSELOR-SEC	1.00	1.00	-	(1.00)
03060300 ADMINISTRATIVE SECRETARY III	-	-	-	-
03100300 SCHOOL SECRETARY-SR HIGH SCH	2.00	2.00	-	(2.00)
09040600 CHILD CARE COORDINATOR (76+)	1.00	1.00	-	(1.00)
09060200 EDUCATIONAL ASSISTANT	1.00	1.00	-	(1.00)
09060300 EDUCATIONAL ASSISTANT - 4 HOUR	1.00	1.00	-	(1.00)
09060600 EDUCATIONAL ASST - ELEMENTARY	2.00	2.00	-	(2.00)
855 School Age Child Care	5.00	5.00	5.25	0.25
01052050 COORD-SCHOOL AGE CHILD CARE	1.00	1.00	0.70	(0.30)
01082700 SCHOOL AGE CHILD CARE ADMIN.	1.00	1.00	1.00	-
01091100 FINANCIAL ANALYST	1.00	1.00	-	(1.00)
01130100 ACCOUNTANT-STAFF	-	-	1.00	1.00
03010100 RECORDS CLERK I	-	-	1.00	1.00
03060300 ADMINISTRATIVE SECRETARY III	1.00	1.00	0.85	(0.15)
03079999 RECEPTIONIST	1.00	1.00	0.70	(0.30)
870 School Health Clinic	1.00	1.00	0.87	(0.13)
01052650 COORDINATOR II - ADMINISTRATIVE SUPPORT	1.00	1.00	-	(1.00)
01052850 COORDINATOR I - ADMINISTRATIVE SUPPORT	-	-	0.87	0.87
930 Early College Transition Grant	0.40	0.40	-	(0.40)
01052550 COORDINATOR II - INSTRUCTIONAL SUPPORT	0.40	0.40	-	(0.40)
933 Met Research Study - BMGF	-	-	1.00	1.00
01093700 RESEARCH ANALYST	-	-	1.00	1.00
934 National Science Foundation UOM Grant	1.00	1.00	1.00	-
02020500 CLASSROOM TEACHER-SECONDARY	1.00	1.00	1.00	-
935 Teacher Effectiveness Initiative	23.17	23.17	26.00	2.83
01027400 DIRECTOR I - INSTRUCTIONAL SUPPORT	0.17	0.17	1.00	0.83
01050600 SPECIAL PROJECT COORDINATOR I	1.00	1.00	2.00	1.00
01050700 SPECIAL PROJECT COORDINATOR II	5.00	5.00	4.00	(1.00)
01052450 COORDINATOR-BUDGET	1.00	1.00	1.00	-
01052550 COORDINATOR II - INSTRUCTIONAL SUPPORT	1.00	1.00	1.00	-
01052650 COORDINATOR II - ADMINISTRATIVE SUPPORT	4.00	4.00	2.00	(2.00)
01052850 COORDINATOR I - ADMINISTRATIVE SUPPORT	-	-	4.00	4.00
01071000 RESEARCH ASSISTANT	1.00	1.00	-	(1.00)
01071200 EXECUTIVE ASSISTANT	2.00	2.00	2.00	-
01082200 LABOR RELATIONS ADMINISTRATOR	-	-	2.00	2.00
01093700 RESEARCH ANALYST	5.00	5.00	5.00	-
01097000 COMPENSATION ADVISOR - SENIOR	-	-	1.00	1.00
01102100 DATA INFO SPECIALIST	1.00	1.00	-	(1.00)
01111400 COMMUNICATIONS MANAGER	1.00	1.00	-	(1.00)
01281700 EXEC DIR INSTRUCTIONAL SUPPORT	1.00	1.00	1.00	-
976 EPIC	4.00	4.00	-	(4.00)
01050700 SPECIAL PROJECT COORDINATOR II	1.00	1.00	-	(1.00)
02000400 PRINCIPAL-SENIOR HIGH	1.00	1.00	-	(1.00)
02340200 TEACHER ON ASSIGNMENT	1.00	1.00	-	(1.00)
03060300 ADMINISTRATIVE SECRETARY III	1.00	1.00	-	(1.00)

**II. STAFFING TRENDS (cont'd)****D. POSITIONS BY PROJECT AND JOB DESCRIPTION (concl'd)**

**MEMPHIS CITY SCHOOLS
POSITIONS BY PROJECT AND JOB DESCRIPTION
NON-FEDERAL PROGRAMS FUND 4
FISCAL YEARS 2011 – 2013**

Project and Job Description	Fiscal Year 2010 - 2011	Fiscal Year 2011 - 2012	Fiscal Year 2012 - 2013	Variance 2013 - 2012
977 Broad Residency Grant	0.83	0.83	0.83	-
01027400 DIRECTOR I - INSTRUCTIONAL SUPPORT	0.83	0.83	0.83	-
989 After School Childcare	43.00	43.00	39.50	(3.50)
01130200 ACCOUNTANT	-	-	0.50	0.50
09040400 CHILD CARE COORDINATOR (26-50)	2.00	2.00	1.00	(1.00)
09040500 CHILD CARE COORDINATOR (51-75)	6.00	6.00	4.00	(2.00)
09040600 CHILD CARE COORDINATOR (76+)	18.00	18.00	22.00	4.00
09060600 EDUCATIONAL ASST - ELEMENTARY	-	-	-	-
09070500 CHILD CARE ASSISTANT	17.00	17.00	12.00	(5.00)
Grand Total	88.40	88.40	76.45	(11.95)

II. STAFFING TRENDS (cont'd)

E. POSITIONS BY FUNCTION AND JOB DESCRIPTION

MEMPHIS CITY SCHOOLS POSITIONS BY FUNCTION AND JOB DESCRIPTION FOOD SERVICE FUND 5 FISCAL YEARS 2011 – 2013

Function and Job Description	Fiscal Year 2010-11	Fiscal Year 2011-12	Fiscal Year 2012-13	Variance 2012 2013
2760 Nutrition Services				
00030400 ACCOUNTING SPECIALIST	1.00	1.00	1.00	-
00031200 DATA PROCESSING SPECIALIST	1.00	1.00	2.00	1.00
00032100 CNC PROJECT SPECIALIST	-	-	1.00	1.00
00070600 WAREHOUSE FIRST LINE SUPV	3.00	3.00	3.00	-
00089999 ASST WAREHOUSE FIRST LINE SUPV	-	-	-	-
00110100 REFRIGERATION REPAIR PERSON	1.00	1.00	2.00	1.00
00110200 CAFETERIA EQUIP REPAIR SPEC	1.00	1.00	1.00	-
00110300 EQUIPMENT MAINTENANCE SPECIALIST	2.00	1.00	2.00	1.00
00249999 INVENTORY CLERK	1.00	1.00	3.00	2.00
00770100 CALL CTR REP I	-	-	3.00	3.00
01020500 DIRECTOR-FOOD&NUTRITION SERVS	1.00	-	-	-
01041000 SUPERVISOR-EQUIP/FACILITIES	1.00	1.00	1.00	-
01041100 SUPERVISOR-NUTRITION SER AREA	7.00	7.00	7.00	-
01051900 COORDINATOR-WAREHOUSING	1.00	1.00	1.00	-
01052000 COORDINATOR-FINANCE	-	-	1.00	1.00
01052100 COORDINATOR-FOOD/NUTRITION SRV	-	-	-	-
01052650 COORDINATOR II - ADMINISTRATIVE SUPPORT	1.00	1.00	1.00	-
01056800 COORDINATOR-CENTRAL NUT CTR	2.00	3.00	3.00	-
01057900 TECHNOLOGY PROJ OFF COORD	-	-	1.00	1.00
01070200 SPECIAL PROJECT ASSISTANT	-	-	4.00	4.00
01071400 DATA BASE ASSISTANT	1.00	1.00	-	(1.00)
01082300 SR TECHNOLOGY PROJ ADMIN	1.00	1.00	1.00	-
01093300 NUTRITION SERVICES ANALYST	1.00	1.00	1.00	-
01093800 MEAL PLANNING ANALYST	1.00	1.00	1.00	-
01100200 QUALITY ASSURANCE SPECIALIST	1.00	-	-	-
01101400 NETWORK SPECIALIST	4.00	4.00	3.00	(1.00)
01101700 DATA PROCESS SPECIALIST-SR	-	-	-	-
01103100 LOGISTICS SPECIALIST	1.00	1.00	2.00	1.00
01103300 HAZARD ANAL CC POINT SPEC.	-	1.00	1.00	-
01105400 CULINARY SPECIALIST	2.00	2.00	2.00	-
01111000 PROJECT MANAGER	-	-	1.00	1.00
01112000 PRODUCTION MANAGER	2.00	2.00	5.00	3.00
01113500 GENERAL MANAGER	-	-	1.00	1.00
01130200 ACCOUNTANT	1.00	1.00	1.00	-
01130300 ACCOUNTANT-SENIOR	1.00	1.00	1.00	-
01170100 NUT SERV NUT INSTRUCTOR	2.00	2.00	2.00	-
01179999 NUTR. SVCS TRAINING INSTRUCTOR	-	-	-	-
01199999 DIETITIAN	2.00	2.00	2.00	-
01281800 EXEC DIR ADMINISTRATIVE SUPPORT	1.00	1.00	1.00	-

II. STAFFING TRENDS (cont'd)

E. POSITIONS BY FUNCTION AND JOB DESCRIPTION (concl'd)

MEMPHIS CITY SCHOOLS POSITIONS BY FUNCTION AND JOB DESCRIPTION FOOD SERVICE FUND 5 FISCAL YEARS 2011 – 2013

Function and Job Description	Fiscal Year 2010-11	Fiscal Year 2011-12	Fiscal Year 2012-13	Variance 2012 2013
2760 Nutrition Services (cont'd)				
03010100 RECORDS CLERK I	-	-	-	-
03050700 SEMS PERSONNEL CLERK II	-	1.00	1.00	-
03060100 ADMINISTRATIVE SECRETARY I	2.00	2.00	2.00	-
03079999 RECEPTIONIST	1.00	1.00	1.00	-
03110100 EXECUTIVE SECRETARY I	1.00	1.00	1.00	-
04000100 NUTRITION SERVICES MGR-ADMIN	1.00	1.00	5.00	4.00
04000200 NUTRITION SER MGR 1-499	95.00	91.00	83.00	(8.00)
04000300 NUTRITION SER MGR 500-999	62.00	65.00	64.00	(1.00)
04000400 NUTRITION SER MGR 1000+	23.00	23.00	24.00	1.00
04019999 NUTRITION SER ASST MGR	-	-	-	-
04029999 NUTRITION SERVICES TRAINEE	8.00	11.00	18.00	7.00
07009999 WAREHOUSEMAN	11.00	10.00	14.00	4.00
07010100 TRUCK DRIVER II	22.00	19.00	21.00	2.00
07029999 FORK LIFT OPERATOR	3.00	4.00	4.00	-
07068888 CAFETERIA HEAD COOK	-	-	1.00	1.00
07069999 NUTRITION SER HEAD COOK	72.00	62.00	55.00	(7.00)
07080500 NUTRITION SERVICE HELPER I	671.00	679.00	735.00	56.00
07080700 NUTRITION SERVICE HELPER II	295.00	283.00	300.00	17.00
07099999 WAREHOUSE CLERK	1.00	2.00	1.00	(1.00)
09010200 CLERICAL ASSISTANT (PART-TIME)	1.00	1.00	1.00	-
09070300 CATERING ASSISTANT	8.00	14.00	15.00	1.00
09109999 LUNCHROOM MONITOR	-	107.00	104.00	(3.00)
Grand Total	1,321.00	1,420.00	1,512.00	92.00

II. STAFFING TRENDS (cont'd)

F. POSITIONS BY PROJECT AND JOB DESCRIPTION

MEMPHIS CITY SCHOOLS POSITIONS BY PROJECT AND JOB DESCRIPTION FEDERAL PROGRAMS FUND 6 FISCAL YEAR 2012 – 2013

Project and Job Descriptions	Fiscal Year 2012-13
603 Title I, Part A	447.50
00031000 PROGRAM/PROJECT SPECIALIST	4.00
00189999 PARENT COUNSELOR	27.00
01050700 SPECIAL PROJECT COORDINATOR II	2.00
01071000 RESEARCH ASSISTANT	1.00
01100900 COMPUTER SYS. SPECIALIST-SR	1.00
01104000 NCLB COMPLIANCE SPECIALIST	1.00
01220100 RESEARCH EVALUATOR	1.00
02020100 CLASSROOM TEACHER K-3	8.00
02020300 CLASSROOM TEACHER 4-6	16.00
02020500 CLASSROOM TEACHER-SECONDARY	38.50
02021100 CLASSROOM TEACHER-VOCATIONAL	2.00
02021500 CLASSROOM TEACHER-MISC	1.00
02022100 CLASSROOM TEACHER-PRE K	1.00
02072000 INSTR SUPERVISOR-ELEMENTARY	1.00
02073000 INSTRUCTIONAL SUPERVISOR	4.00
02150100 INSTRUCTIONAL FACILITATOR	144.00
02150200 INSTRUCTIONAL FACILITATOR	1.00
02240100 PROF SCH COUNSELOR-ELEM	1.00
02240300 PROF SCH COUNSELOR-SEC	3.00
02330300 MATHEMATICS COACH	20.00
02330400 LITERACY COACH	13.00
03010100 RECORDS CLERK I	1.00
03010200 RECORDS CLERK II	2.00
03050500 HUMAN RESOURCES CLERK II	1.00
03060300 ADMINISTRATIVE SECRETARY III	1.00
03170100 CLERICAL ASSISTANT	9.00
09010100 CLERICAL ASSISTANT	11.00
09010200 CLERICAL ASSISTANT (PART-TIME)	5.00
09060100 EDUCATIONAL ASST - SPECIAL ED	2.00
09060200 EDUCATIONAL ASST	75.00
09060500 EDUCATIONAL ASST - EARLY CHILDHOOD	1.00
09062100 EDUCATION ASSISTANT - INTERVENTIONIST	2.00
09220700 TECHNICIAN - INSTRUCT COMPUTER	45.00
09369999 INSTR COMPUTER TECHNICIAN - P/T	2.00

II. STAFFING TRENDS (cont'd)

F. POSITIONS BY PROJECT AND JOB DESCRIPTION (cont'd)

**MEMPHIS CITY SCHOOLS
POSITIONS BY PROJECT AND JOB DESCRIPTION
FEDERAL PROGRAMS FUND 6
FISCAL YEAR 2012 – 2013**

Project and Job Descriptions	Fiscal Year 2012-13
606 Title I, Part D	1.00
09060200 EDUCATIONAL ASST	1.00
612 Primetime V	0.30
01052050 COORD-SCHOOL AGE CHILD CARE	0.15
03079999 RECEPTIONIST	0.15
620 Title II, Part A	51.00
00340100 HUMAN RESOURCES STAFFING ASST	1.00
01050700 SPECIAL PROJECT COORDINATOR II	1.00
01051300 COORDINATOR-STAFF DEVELOPMENT	5.00
01052850 COORDINATOR I - ADMINISTRATIVE SUPPORT	6.00
01071000 RESEARCH ASSISTANT	1.00
01104500 RECRUITMENT SPECIALIST	1.00
01105200 PARENT LIAISON	4.00
01220100 RESEARCH EVALUATOR	1.00
01430100 HUMAN RESOURCES GENERALIST	1.00
02010500 NEW LEADERS-NEW SCHOOLS	10.00
02020600 CLASSROOM TEACHER-SECONDARY	9.00
02140400 INSTRUCTIONAL SPECIALIST	2.00
02340200 TEACHER ON ASSIGNMENT	8.00
03050500 HUMAN RESOURCES CLERK II	1.00
627 Race To The Top	158.00
00030700 COMPUTER SYSTEMS SPECIALIST	1.00
01027400 DIRECTOR I - INSTRUCTIONAL SUPPORT	2.00
01050600 SPECIAL PROJECT COORDINATOR I	2.00
01052550 COORDINATOR II - INSTRUCTIONAL SUPPORT	1.00
01052850 COORDINATOR I - ADMINISTRATIVE SUPPORT	1.00
01070200 SPECIAL PROJECT ASSISTANT	26.00
01130300 ACCOUNTANT-SENIOR	1.00
02010200 ASSISTANT PRINCIPAL-SECONDARY	6.00
02020100 CLASSROOM TEACHER K-3	1.00
02020300 CLASSROOM TEACHER 4-6	6.00
02020500 CLASSROOM TEACHER-SECONDARY	51.00
02020700 CLASSROOM TEACHER-SPECIAL ED	1.00
02021300 CLASSROOM TEACHER-SPECIAL SKILLS	8.00
02022100 CLASSROOM TEACHER-PRE K	22.00
02071902 INSTR SUPERVISOR-SPECIAL ED	3.00
03110200 EXECUTIVE SECRETARY II	1.00
09060200 EDUCATIONAL ASSISTANT	25.00

II. STAFFING TRENDS (cont'd)

F. POSITIONS BY PROJECT AND JOB DESCRIPTION (cont'd)

**MEMPHIS CITY SCHOOLS
POSITIONS BY PROJECT AND JOB DESCRIPTION
FEDERAL PROGRAMS FUND 6
FISCAL YEAR 2012 – 2013**

Project and Job Descriptions	Fiscal Year 2012-13
632 Title I - School Improvement Grant	25.00
00189999 PARENT COUNSELOR	1.00
01050700 SPECIAL PROJECT COORDINATOR II	6.00
01052850 COORDINATOR I - ADMINISTRATIVE SUPPORT	1.00
01058200 NCLB COORDINATOR	1.00
01070200 SPECIAL PROJECT ASSISTANT	1.00
02020100 CLASSROOM TEACHER K-3	1.00
02020500 CLASSROOM TEACHER-SECONDARY	8.00
02240300 PROF SCH COUNSELOR-SEC	2.00
02330500 GRADUATION COACH	1.00
09060200 EDUCATIONAL ASSISTANT	1.00
09220700 TECHNICIAN - INSTRUCT COMPUTER	1.00
09369999 INSTR COMPUTER TECHNICIAN - P/T	1.00
639 Early Childhood Education	77.00
00030400 ACCOUNTING SPECIALIST	1.00
00031000 PROGRAM/PROJECT SPECIALIST	1.00
01059400 COORDINATOR-EARLY LEARNING	1.00
01070200 SPECIAL PROJECT ASSISTANT	1.00
02000600 SPECIALTY PRINCIPAL	1.00
02020100 CLASSROOM TEACHER K-3	37.00
02021500 CLASSROOM TEACHER-MISC	1.00
02022101 CLASSROOM TEACHER-PRE K	26.00
02073000 INSTRUCTIONAL SUPERVISOR	3.00
02150100 INSTRUCTIONAL FACILITATOR	1.00
03010200 RECORDS CLERK II	1.00
09060200 EDUCATIONAL ASSISTANT	1.00
09060500 EDUCATIONAL ASST - EARLY CHILDHOOD	2.00
651 Preschool Incentive Program	3.00
02020800 CLASSROOM TEACHER-SPECIAL ED	1.00
09060100 EDUCATIONAL ASSISTANT - SPECIAL ED	2.00

II. STAFFING TRENDS (cont'd)

F. POSITIONS BY PROJECT AND JOB DESCRIPTION (cont'd)

MEMPHIS CITY SCHOOLS POSITIONS BY PROJECT AND JOB DESCRIPTION FEDERAL PROGRAMS FUND 6 FISCAL YEAR 2012 – 2013

Project and Job Descriptions	Fiscal Year 2012-13
654 - IDEA, Part B Summary	638.85
00270001 LEAD PHY/OCC THERAPIST	1.00
00279999 PHY/OCCUPATIONAL THERAPIST	17.00
01050600 SPECIAL PROJECT COORDINATOR I	1.00
01052550 COORDINATOR II - INSTRUCTIONAL SUPPORT	1.00
01055400 SPECIAL EDUC COORDINATOR	2.00
01092100 APPLICATIONS SUPP ANALYST-SR	1.00
01100700 VOC/HABILITATION SPECIALIST	1.00
01102100 DATA INFO SPECIALIST	1.00
02020700 CLASSROOM TEACHER-SPECIAL ED	1.85
02040100 RESOURCE SPECIALIST-SPECIAL ED	1.00
02071900 INSTR SUPERVISOR-SPECIAL ED	5.00
02150200 INSTRUCTIONAL FACILITATOR	1.00
02170200 SOCIAL WORKER-SCHOOL	8.00
02200100 SCHOOL PSYCHOLOGIST	27.00
02220100 SUPERVISOR-SOCIAL WORKER	1.00
03010100 RECORDS CLERK I	2.00
03010300 RECORDS CLERK III	1.00
03060100 ADMINISTRATIVE SECRETARY I	2.00
03060200 ADMINISTRATIVE SECRETARY II	2.00
03159999 SECRETARIAL SPECIALIST	1.00
04019999 NUTRITION SER ASST MGR	1.00
09059999 DEAF INTERPRETER	16.00
09060100 EDUCATIONAL ASST - SPECIAL ED	499.00
09061800 BEHAVIOR ASSISTANT	7.00
09099999 LICENSED PRACTICAL NURSE	35.00
09220600 TECHNICIAN - ELECTRONICS II	1.00
09410000 SPECIAL NEEDS ATTENDANT	2.00
659 School Leadership Initiative	1.50
01027400 DIRECTOR I - INSTRUCTIONAL SUPPORT	0.50
01070200 SPECIAL PROJECT ASSISTANT	1.00
672 Tennessee First To The Top - Renewal Schools	2.00
00189999 PARENT COUNSELOR	1.00
02020500 CLASSROOM TEACHER-SECONDARY	1.00

II. STAFFING TRENDS (cont'd)

F. POSITIONS BY PROJECT AND JOB DESCRIPTION (concl'd)

**MEMPHIS CITY SCHOOLS
POSITIONS BY PROJECT AND JOB DESCRIPTION
FEDERAL PROGRAMS FUND 6
FISCAL YEAR 2012 – 2013**

Project and Job Descriptions	Fiscal Year 2012-13
686 Title III, Part A	27.50
01220100 RESEARCH EVALUATOR	0.50
02150202 INSTRUCTIONAL FACILITATOR	1.00
09380007 BILING CULT MENTOR F/T	8.00
09380008 BILING CULT MENTOR-ESL F/T	16.00
09380012 BILINGUAL CULT MENTOR ESL P/T	2.00
695 Workforce Investment Network In School	4.00
00031000 PROGRAM/PROJECT SPECIALIST	0.50
01050700 SPECIAL PROJECT COORDINATOR II	0.50
01070200 SPECIAL PROJECT ASSISTANT	3.00
717 Workforce Investment Network Out Of School	4.00
00031000 PROGRAM/PROJECT SPECIALIST	0.50
01050700 SPECIAL PROJECT COORDINATOR II	0.50
01070200 SPECIAL PROJECT ASSISTANT	3.00
729 Vocational Program Improvement Carl Perkins	10.00
00031000 PROGRAM/PROJECT SPECIALIST	3.00
01050600 SPECIAL PROJECT COORDINATOR I	1.00
01050800 COORDINATOR-CURRICULUM DEVELOP	1.00
01070200 SPECIAL PROJECT ASSISTANT	2.00
01130300 ACCOUNTANT-SENIOR	1.00
02073000 INSTRUCTIONAL SUPERVISOR	2.00
732 Title X - Homeless Children & Youth	1.00
01050600 SPECIAL PROJECT COORDINATOR I	1.00
744 Teacher Incentive Fund	4.00
01050700 SPECIAL PROJECT COORDINATOR II	1.00
01052650 COORDINATOR II - ADMINISTRATIVE SUPPORT	1.00
01093700 RESEARCH ANALYST	1.00
03110100 EXECUTIVE SECRETARY I	1.00
773 Exceptional Children Discretionary Funds	2.00
01050700 SPECIAL PROJECT COORDINATOR II	1.00
09260300 CASE MANAGEMENT SPECIALIST	1.00
774 Exceptional Children Voc. Rehab	2.00
03060300 ADMINISTRATIVE SECRETARY III	1.00
03170100 CLERICAL ASSISTANT	1.00
776 Improving Health, Education of Well Being of Young People	2.70
01050600 SPECIAL PROJECT COORDINATOR I	2.00
01220100 RESEARCH EVALUATOR	0.70
Grand Total	1,462.35

II. STAFFING TRENDS (concl'd)

G. POSITIONS BY FUND AND JOB DESCRIPTION

MEMPHIS CITY SCHOOLS POSITIONS BY FUND AND JOB DESCRIPTION INTERNAL SERVICE FUNDS P & W FISCAL YEARS 2011 – 2013

Fund and Job Description	Fiscal Year 2010 - 2011	Fiscal Year 2011 - 2012	Fiscal Year 2012 - 2013	Variance 2013 - 2012
P	7.00	7.00	7.00	-
00031500 PRINTING SPECIALIST	1.00	1.00	1.00	-
00230100 PRINT REPROD TECH-SENIOR	2.00	2.00	2.00	-
01050400 COORDINATOR-PRINTING OPERATION	1.00	1.00	1.00	-
01071300 TECHNOLOGY PROJECT ASST	-	-	-	-
09150400 JOURNEYMAN PRINTER APPRENTICE	1.00	1.00	1.00	-
09150500 JOURNEYMAN PRINTER	1.00	1.00	1.00	-
09221000 PRINTING UTILITY TECHNICIAN	1.00	1.00	1.00	-
W	18.00	18.00	17.00	(1.00)
00070600 WAREHOUSE FIRST LINE SUPV	2.00	2.00	2.00	-
00249999 INVENTORY CLERK	2.00	2.00	1.00	(1.00)
01052750 COORDINATOR II - FACILITY SUPPORT	-	-	1.00	1.00
01114200 WAREHOUSING/INVENTORY CONT MGR	1.00	1.00	-	(1.00)
03030200 FINANCE CLERK II	1.00	1.00	1.00	-
07009999 WAREHOUSEMAN	4.00	4.00	4.00	-
07010100 TRUCK DRIVER II	4.00	4.00	4.00	-
07029999 FORK LIFT OPERATOR	1.00	1.00	1.00	-
07099999 WAREHOUSE CLERK	3.00	3.00	3.00	-
Grand Total	25.00	25.00	24.00	(1.00)

III. FINANCIAL ASSUMPTIONS AND PROJECTIONS

Memphis City Schools participates in two budget document review programs: Government Finance Officers Association Distinguished Budget Presentation Award (GFOA DBPA) and the Association of School Business Officials International Meritorious Budget Award (ASBOI MBA). One criterion of the ASBOI MBA is for the District to present a three-year financial forecast. MBA criteria D4 and E5 require the presentation of a minimum of three years of budget forecasts beyond the proposed budget year. The District has not included any budget forecasts because the District is scheduled to merge with Shelby County Schools effective with the 2013-14 school year. The Memphis City Schools Board of Education surrendered its Charter on December 20, 2010. This action was followed by a voter referendum approved by Memphis voters on March 8, 2011. A lawsuit was brought by Shelby County Board of Education on March 21, 2011 and on August 8, 2011, a Federal Judge ruled that Memphis City Schools will cease to exist after Fiscal Year 2012-13. In August 2012, citizens of Shelby County's six suburban municipalities overwhelmingly approved a referendum establishing their own school districts separate from the merged one. However, the Shelby County Board of Commissioners filed a suit charging that the State law allowing the referendums violates the State Constitution. The trial to resolve that point will take place September 2012. So it is unclear whether the suburban areas will be part of the final merged district. MCS is not presenting a three-year because of the circumstances noted above. The Transition Planning Commission worked with its consultant, The Boston Consulting Group and developed assumptions and forecasts for the merged District which may be used in developing a budget for the merged district – effective Fiscal Year 2013-14.

IV. DEBT RETIREMENT SCHEDULE

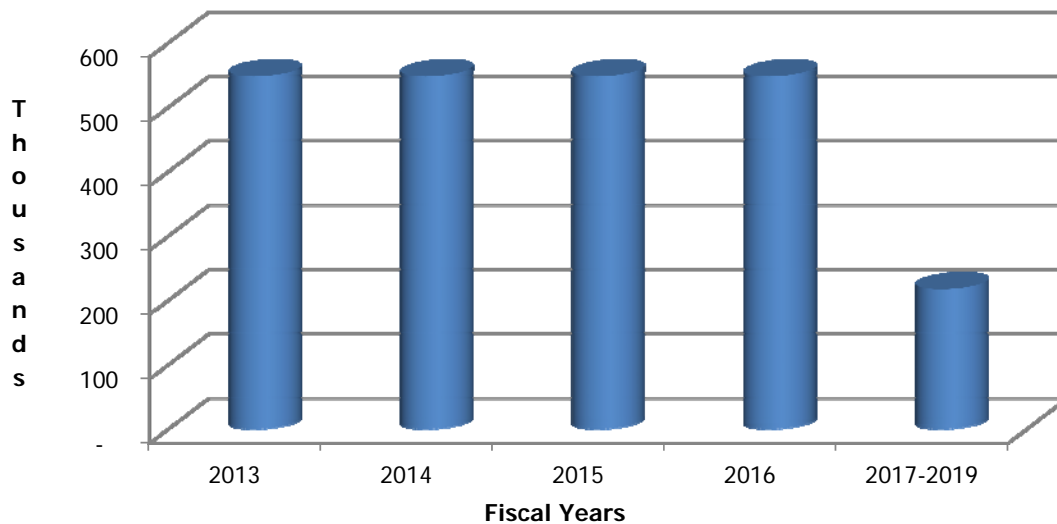
OUTSTANDING DEBT

Memphis City Schools does not have legal authority to issue general obligation debt and relies upon Shelby County Government for financing its capital needs.

The following debts are considered Quality Zone Academy Bonds. These bonds are a loan from the Environmental Protection Agency and are interest-free.

Years Ending June 30	Total
2013	547,384
2014	547,384
2015	547,383
2016	547,384
2017-2019	216,800
	<u>\$ 2,953,719</u>

Long-Term Obligation Debt to Maturity



V. PROPERTY CLASSIFICATIONS AND ASSESSED PROPERTY VALUE

A. COMPARISON OF BONDED DEBT TO ASSESSED VALUE, ESTIMATED ACTUAL VALUE AND POPULATION

Fiscal year	Bonded debt	Assessed Value	Percent of bonded debt to assessed value	Estimated Actual Value	Percent of bonded debt to estimated actual value	Population	Per capita bonded debt
2001	\$ 48,851,237	\$ 9,697,751,205	0.50%	\$ 30,475,303,220	0.16%	676,087	72
2002	49,745,250	9,764,897,229	0.51%	30,569,738,373	0.16%	674,478	74
2003	43,441,398	10,200,919,453	0.43%	32,265,193,507	0.14%	673,120	65
2004	37,072,341	9,992,933,591	0.37%	31,801,585,556	0.12%	671,929	55
2005	31,655,233	11,108,643,960	0.29%	35,550,324,536	0.09%	672,277	47
2006	25,101,273	11,156,091,653	0.23%	35,682,730,905	0.07%	677,345	37
2007	18,493,255	11,369,792,425	0.16%	36,554,762,536	0.05%	674,028	27
2008	17,070,872	11,392,568,556	0.15%	36,776,628,120	0.05%	669,651	25
2009	4,048,487	12,341,760,825	0.03%	39,750,992,810	0.01%	669,651	6
2010	3,501,103	12,053,353,530	0.03%	38,788,129,245	0.01%	676,640	5
2011*	2,953,719	12,053,353,530	0.02%	38,788,129,245	0.01%	646,889	5

Sources:

District Annual Financial Statements

City of Memphis Annual Financial Statements

*Unaudited

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V. PROPERTY CLASSIFICATIONS AND ASSESSED PROPERTY VALUE (cont'd)

B. ASSESSED VALUE AND ESTIMATED ACTUAL VALUE OF TAXABLE PROPERTY

Fiscal Year	Real Property				Personal Property	
	Farm and Residential (25%)		Commercial and Industrial (40%) (3)		Commercial and Industrial (40%) (2)	
	Assessed Value	Estimated Actual Value	Assessed Value	Estimated Actual Value	Assessed Value	Estimated Actual Value
2002	\$ 3,825,350,400	\$ 15,301,401,600	\$ 3,980,384,369	\$ 10,112,159,800	\$ 1,054,764,970	\$ 3,511,817,900
2003	4,196,715,250	16,786,861,000	4,105,623,644	10,437,117,200	1,051,851,210	3,501,707,400
2004	4,239,511,575	16,958,206,300	3,971,880,085	10,096,505,900	997,752,815	3,321,838,600
2005	4,869,679,825	19,478,719,300	4,371,575,300	11,119,490,800	1,030,040,160	3,429,662,300
2006	4,911,984,475	19,647,937,900	4,279,098,355	10,884,205,500	1,043,440,480	3,475,008,700
2007	5,135,189,100	20,540,756,400	4,291,102,795	10,921,043,300	1,031,524,225	3,434,824,100
2008	5,199,303,925	20,797,215,700	4,320,668,495	11,005,511,900	1,037,557,855	3,455,649,100
2009	5,476,099,925	21,904,399,700	4,893,771,265	12,450,961,410	1,196,861,700	3,986,490,000
2010	5,359,781,600	21,439,126,400	4,743,781,550	12,089,810,000	1,133,365,185	3,774,783,400
2011*	5,301,771,500	21,207,086,000	4,507,983,385	11,508,347,200	1,128,790,635	3,760,225,200

Percentage of Total						
2002	39.18%	50.05%	40.76%	33.08%	10.80%	11.49%
2003	41.14%	52.03%	40.25%	32.35%	10.31%	10.85%
2004	42.43%	53.32%	39.75%	31.75%	9.98%	10.45%
2005	43.84%	54.79%	39.35%	31.28%	9.27%	9.65%
2006	44.03%	55.06%	38.36%	30.50%	9.35%	9.74%
2007	45.17%	56.19%	37.74%	29.88%	9.07%	9.40%
2008	45.64%	56.55%	37.92%	29.92%	9.11%	9.40%
2009	44.37%	55.10%	39.65%	31.32%	9.70%	10.03%
2010	44.47%	55.27%	39.36%	31.17%	9.40%	9.73%
2011*	44.87%	55.71%	38.15%	30.23%	9.55%	9.88%

(1) Does not include City-owned utilities (Electric and Gas Divisions) which are assessed a separate in-lieu-of-tax

(2) Includes intangible personal property which is assessed at 40%

(3) Includes multiple real estate assessed at 0-40% as well as greenbelt commercial at 25%, greenbelt industrial at 25% and greenbelt multiple real estate at 0-40%

Source: City of Memphis Finance Department Unaudited Financials

*Unaudited

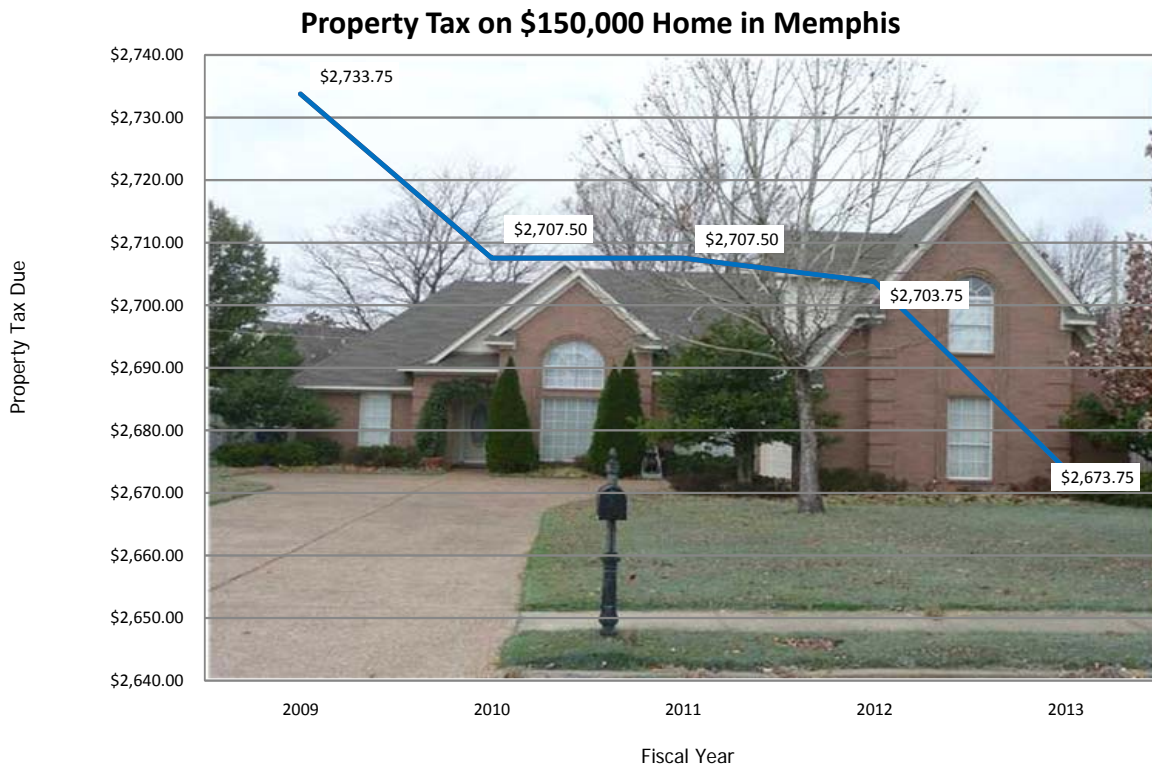
Utilities and Carriers (55%)
(Real and Personal) (1)

Privately Owned		Total		Total Assessed to
Assessed Value	Estimated Actual Value	Assessed Value	Estimated Actual Value	Total Market Value
\$ 904,397,490	\$ 1,644,359,073	\$ 9,764,897,229	\$ 30,569,738,373	31.94%
846,729,349	1,539,507,907	10,200,919,453	32,265,193,507	31.62%
783,789,116	1,425,034,756	9,992,933,591	31,801,585,556	31.42%
837,348,675	1,522,452,136	11,108,643,960	35,550,324,536	31.25%
921,568,343	1,675,578,805	11,156,091,653	35,682,730,905	31.27%
911,976,305	1,658,138,736	11,369,792,425	36,554,762,536	31.10%
835,038,281	1,518,251,420	11,392,568,556	36,776,628,120	30.98%
775,027,935	1,409,141,700	12,341,760,825	39,750,992,810	31.05%
816,425,195	1,484,409,445	12,053,353,530	38,788,129,245	31.08%
877,932,058	1,596,240,105	11,816,477,578	38,069,898,505	31.04%
9.26%	5.38%	100.00%	100.00%	
8.30%	4.77%	100.00%	100.00%	
7.84%	4.48%	100.00%	100.00%	
7.54%	4.28%	100.00%	100.00%	
8.26%	4.70%	100.00%	100.00%	
8.02%	4.53%	100.00%	100.00%	
7.33%	4.13%	100.00%	100.00%	
6.28%	3.55%	100.00%	100.00%	
6.77%	3.83%	100.00%	100.00%	
7.43%	4.18%	100.00%	100.00%	

V. PROPERTY CLASSIFICATIONS AND ASSESSED PROPERTY VALUE (cont'd)

C. IMPACT ON TAXPAYERS

	Fiscal Year				
	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>
Market value of a home	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000
Appraised % of market value	25%	25%	25%	25%	25%
Taxable value	\$ 37,500	\$ 37,500	\$ 37,500	\$ 37,500	\$ 37,500
Property tax rate assessed					
City of Memphis	\$ 3.25	\$ 3.20	\$ 3.20	\$ 3.20	\$ 3.11
Shelby County	4.04	4.02	4.02	4.02	4.02
Total Combined Tax Rate	<u>\$ 7.29</u>	<u>\$ 7.22</u>	<u>\$ 7.22</u>	<u>\$ 7.22</u>	<u>\$ 7.13</u>
Property tax due	\$ 2,733.75	\$ 2,707.50	\$ 2,707.50	\$ 2,703.75	\$ 2,673.75
Property tax increase (decrease) from prior year	\$ 2,733.75	\$ (26.25)	\$ -	\$ (3.75)	\$ (30.00)



V. PROPERTY CLASSIFICATIONS AND ASSESSED PROPERTY VALUE (concl'd)

D. PRINCIPAL PROPERTY TAXPAYERS

Taxpayer	2011*		Taxpayer	2002	
	Taxable Assessed Value	Percentage of Total Taxable Assessed Value		Taxable Assessed Value	Percentage of Total Taxable Assessed Value
Federal Express	\$ 491,829,776	4.08%	Federal Express	\$ 417,678,610	3.64%
Bell South Telecommunications	96,813,531	0.80%	Bell South Telecommunications	152,091,363	1.57%
Wolfchase Galleria, LTD	60,006,960	0.50%	Wolfchase Galleria, LTD	56,703,280	0.58%
AMISUB (St. Francis Hospital)	36,154,640	0.30%	Northwest Airlines, Inc.	33,958,035	0.35%
BNSF Railway Company	30,094,886	0.25%	AMISUB (St. Francis Hospital) Inc.	32,400,000	0.33%
Delta Airlines, Inc.	27,028,019	0.22%	Belz Enterprises	25,755,915	0.27%
Pinnacle Airlines, Inc.	25,538,351	0.21%	Cargill, Inc.	23,433,650	0.24%
Shopping Center Associates	21,303,520	0.18%	Williams Refining LLC	23,236,450	0.24%
AT&T Mobility LLC	21,174,474	0.18%	Shopping Center Associates	22,669,840	0.23%
Highwoods Realty LP	20,572,000	0.17%	Trizechahn TBI Clark Tower LLC	21,600,000	0.22%
Total Assessed Valuation of Top 10 Taxpayers	830,516,157	6.89%		809,527,143	8.35%
Balance of Assessed Valuation	11,222,837,373	93.11%		8,888,224,062	91.65%
	<u>\$ 12,053,353,530</u>	<u>100.00%</u>		<u>\$ 9,697,751,205</u>	<u>100.00%</u>

Source: City of Memphis Finance Department

*Unaudited

VI. TAX RATE TRENDS

PROPERTY TAX RATES AND LEVIES

Fiscal Year	Tax Rates per \$100 Assessed Value						Tax Levies		
	City	County	Total	City Allocation to School District	County Allocation to Schools	Memphis City Schools Percent of County Allocation	City	County	Total
2002	\$ 3.23	\$ 3.79	\$ 7.02	\$ 0.858	\$ 2.03	71.90%	314,190,509	549,355,956	863,546,465
2003	3.23	3.79	7.02	0.858	2.03	71.35%	309,292,650	555,311,765	864,604,415
2004	3.23	4.04	7.27	0.858	2.03	70.69%	325,695,529	596,378,594	922,074,123
2005	3.23	4.04	7.27	0.858	2.03	72.10%	324,340,510	606,615,294	930,955,804
2006	3.43	4.04	7.47	0.827	2.02	71.51%	380,947,344	681,245,173	1,062,192,517
2007	3.43	4.04	7.47	0.827	2.02	70.82%	384,877,389	704,279,575	1,089,156,964
2008	3.43	4.04	7.47	0.827	2.02	69.57%	392,477,211	717,010,251	1,109,487,462
2009	3.25	4.04	7.29	0.190	2.02	69.22%	375,803,751	730,042,595	1,105,846,346
2010	3.20	4.02	7.22	0.190	1.98	68.67%	389,347,038	768,641,959	1,157,988,997
2011*	3.20	4.02	7.22	0.190	1.90	69.06%	380,172,801	756,936,983	1,137,109,784

Note: Taxes are assessed as of January 1 and are due on June 1 for City and October 1 for Shelby County.

Note: Memphis City Schools does not have taxing authority and is not responsible for the collection of or the monitoring of the collection of taxes.

Source: City of Memphis Finance Department

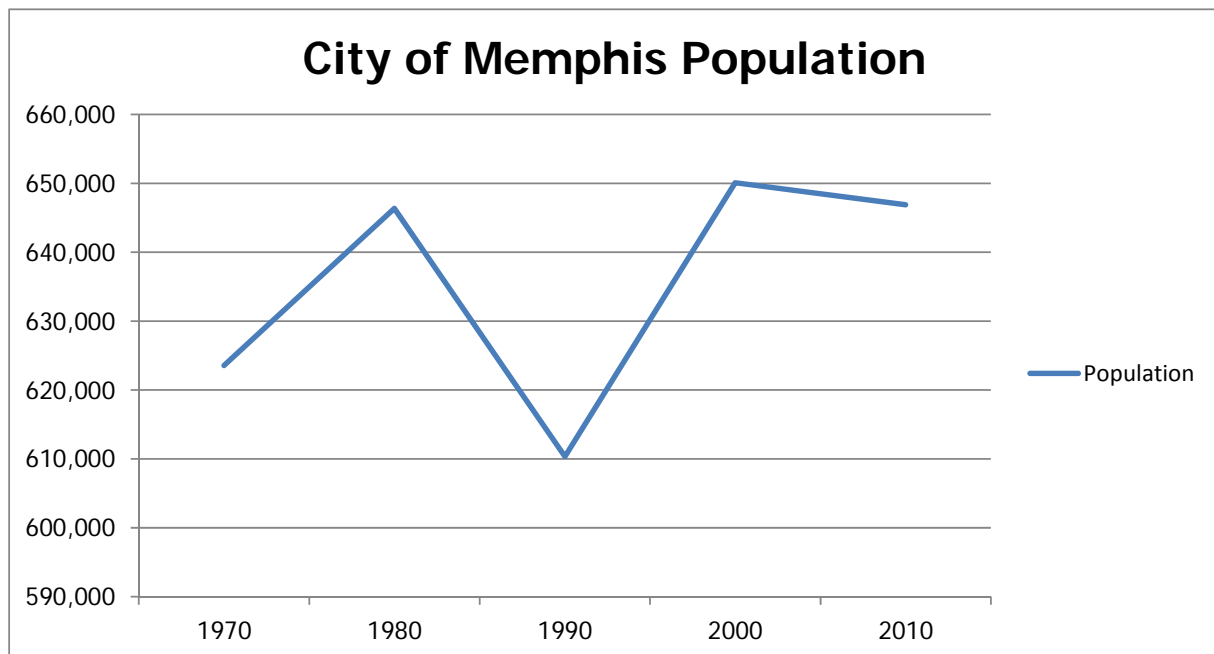
*Unaudited

VII. STATISTICAL AND OTHER INFORMATION

A. INCOME PER CAPITA

Year	Population	Personal Income (amounts expressed in thousands)	Per Capita Personal Income	Median Age	School Enrollment	Unemployment Rate
2001	676,087	36,241,448	29,839	Not available	118,995	4.1
2002	674,478	37,395,712	30,557	Not available	118,122	5.2
2003	673,120	38,592,109	31,677	33.4	118,000	6.2
2004	671,929	40,876,802	32,741	Not available	118,000	5.6
2005	672,277	42,720,000	33,880	33.4	119,021	5.7
2006	677,345	44,758,000	35,113	33.6	120,162	6.2
2007	674,028	45,107,701	35,470	33.4	120,275	6.4
2008	669,651	47,515,739	37,147	33.4	117,349	5.2
2009	676,640	50,093,990	38,577	33.8	107,041	10.0
2010	646,889	50,613,401	35,775	33.5	186,122	10.9

Source - Bureau of Economic Analysis, and Memphis Regional Chamber



Source: U.S. Census Bureau, "Population of the 100 Largest Urban Places"

VII. STATISTICAL AND OTHER INFORMATION (cont'd)

B. PRINCIPAL EMPLOYERS

Employer	2011		Employer	2002	
	Employees	Percentage of Total City Employment		Employees	Percentage of Total City Employment
Federal Express Corporation	30,000	7.41%	Federal Express Corporation	30,000	6.09%
Memphis City Schools	16,216	4.01%	Memphis City Schools	14,000	2.84%
United States Government	15,500	3.83%	United States Government	14,000	2.84%
Tennessee State Government	9,000	2.22%	Baptist Memorial Health Care Corp.	7,630	1.55%
Methodist Le Bonheur Healthcare	8,700	2.15%	Methodist Healthcare	7,028	1.43%
Memphis City Government	7,231	1.79%	Memphis City Government	6,588	1.34%
Baptist Memorial Healthcare Corp.	6,845	1.69%	Shelby County Government	6,150	1.25%
Shelby County Government	6,336	1.57%	Park Place Entertainment Corp.	5,055	1.03%
Wal-Mart Stores, Inc.	6,000	1.48%	Shelby County Schools	5,000	1.02%
Shelby County Schools	5,200	1.28%	Wal-Mart Stores, Inc.	4,450	0.90%
Total	111,028	27.43%	Total	99,901	20.29%

Source: City of Memphis Finance Department

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**VII. STATISTICAL AND OTHER INFORMATION (cont'd)****C. SCHOOL LUNCH PROGRAM**

	2003	2004	2005	2006	2007
Change per lunch to students:					
Paid Elementary	\$ 1.25	\$ 1.35	\$ 1.35	\$ 1.35	\$ 1.50
Paid Secondary	1.35	1.50	1.50	1.50	1.75
Paid High School	1.35	1.50	1.50	1.50	1.75
Reduced	0.10	0.10	0.10	0.10	0.10
Charge per lunch to adults	\$ 2.00	\$ 2.25	\$ 2.50	\$ 2.50	\$ 3.00
Number of days served	180	180	180	180	180
Number of free lunches served	11,469,106	11,601,179	12,104,483	12,145,972	11,836,673
Percent of total lunches served	84.69%	85.74%	86.00%	86.26%	86.71%
Average number of free lunches served daily	63,717	64,451	67,247	67,478	65,759
Number of paid lunches served at reduced price	1,039,322	995,850	1,018,355	1,017,338	963,822
Percent of total lunches served	7.67%	7.36%	7.23%	7.22%	7.06%
Number of paid lunches served at regular price	1,033,726	933,111	952,783	917,799	849,668
Percent of total lunches served	7.63%	6.90%	6.77%	6.52%	6.22%
Average number of paid lunches served daily:					
At reduced price	5,774	5,533	5,658	5,652	5,355
At regular price	5,743	5,184	5,293	5,099	4,720
Total number of lunches served	13,542,154	13,530,140	14,075,621	14,081,109	13,650,163
Average number of lunches served daily	75,234	75,167	78,198	78,228	75,834

Source: Tennessee Department of Education School Nutrition Program Year-to-Date Meal Count/Participation

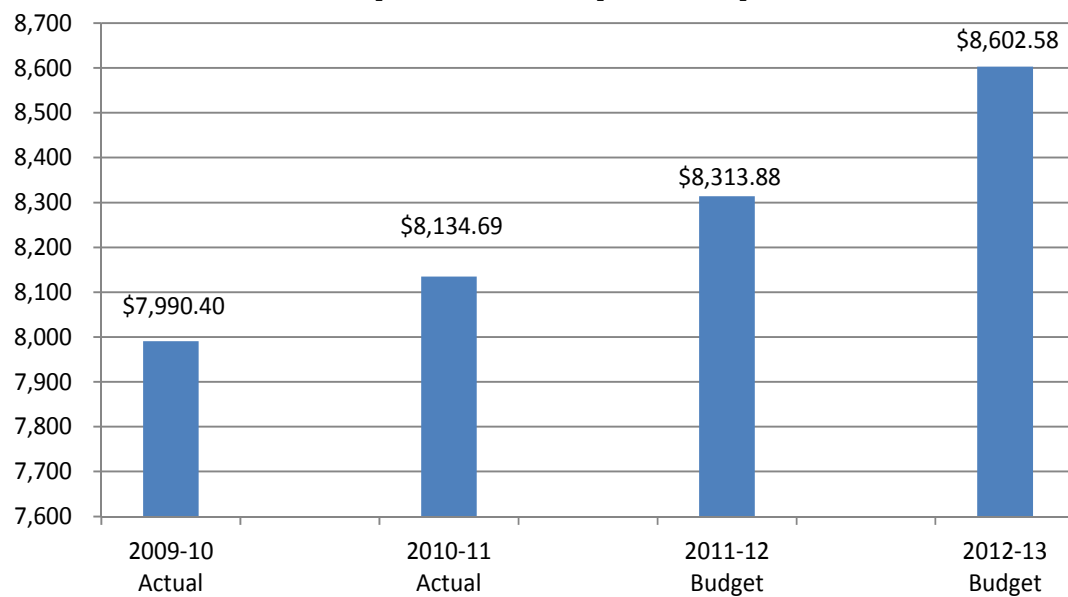
	2008		2009		2010		2011		2012
\$	1.50	\$	1.75	\$	1.75	\$	1.75	\$	1.75
	1.75		2.00		2.00		2.00		2.00
	1.75		2.00		2.00		2.00		2.00
	0.10		0.25		0.25		0.25		0.25
\$	3.00	\$	3.50	\$	3.50	\$	3.50	\$	3.50
	180		180		180		180		180
	11,507,072		11,518,825		11,685,696		11,589,928		11,267,454
	87.12%		88.08%		90.12%		90.33%		90.24%
	63,928		63,993		64,921		64,388		62,597
	843,409		744,489		580,651		511,391		484,958
	6.39%		5.69%		4.48%		3.99%		3.88%
	858,372		814,013		700,746		729,599		733,802
	6.50%		6.22%		5.40%		5.69%		5.88%
	4,686		4,136		3,226		2,841		2,694
	4,769		4,522		3,893		4,053		4,077
	13,208,853		13,077,327		12,967,093		12,830,918		12,486,214
	73,383		72,652		72,039		71,442		69,368

VII. STATISTICAL AND OTHER INFORMATION (cont'd)

D. GENERAL FUND EXPENDITURE PER PUPIL EXPENDITURES

		<u>2009-10 Actual</u>	<u>2010-11 Actual</u>	<u>2011-12 Budget</u>	<u>2012-13 Budget</u>
(A)	Expenditure	\$ 855,300,882	\$ 867,613,882	\$ 884,738,673	\$ 901,799,827
(B)	40 Day Enrollment	107,041	106,656	106,417	104,829 *
(A/B)	Expenditure per Pupil	\$ 7,990.40	\$ 8,134.69	\$ 8,313.88	\$ 8,602.58

Expenditure per Pupil



*Projected enrollment

VII. STATISTICAL AND OTHER INFORMATION (cont'd)

E. PUPIL TRANSPORTATION STATISTICS

A. EQUIPMENT:

1. Type of ownership:

a. Private	421
b. Public	0
c. Combination	0
1) Number of Publicly owned buses	0
2) Number of Privately owned buses	0



2. Number of buses in operation (including spares) by age level:

TYPE OF BUS AND CAPACITY SIZE

YEARS IN OPERATION

a. TYPE I	1	2	3	4	5	6	Total
29-34 Passenger	0	0	3	0	0	0	3
53-58 Passenger	0	98	0	0	0	0	98
*Spec. Educ. (lifts, ramps)	1	100	0	0	5	2	108
71-76 Passenger	15	150	14	0	0	0	179
89-90 Passenger	9	24	0	0	0	0	33
c. TOTALS	25	372	17	0	5	2	421

B. DRIVERS:

Gender:	Regular	Substitute
a. Male	124	8
b. Female	256	29

C. DAILY ONE-WAY MILES TRAVELED FOR ALL BUSES:

1. From residence to first pick-up miles:	13,993.06
2. From first pick-up to last school served miles:	14,273.15

D. PUPILS TRANSPORTED:

	Total Pupil Enrolled For Transportation	Total 1.5 Miles + For Transportation	Total Students ADT 1.5 Miles
1. Regular (TCA 49-6-2101)	28,201	34,284	24,247
2. Special Transportation* (TCA 49-6-2101)	2,084	2,084	2,084
3. Isolated (TCA 49-6-2104)	1,200	1,200	1,000
4. TOTALS	31,485	37,568	27,331

*Pupils transported on Special Transportation Equipment

VII. STATISTICAL AND OTHER INFORMATION (cont'd)

F. Memphis Community Survey

2006 - 2010 City of Memphis - Community Survey 5-year Estimates U.S Census Bureau

	Estimate	Percent
Demographic Estimates		
Total Population*	654,876	N/A
Male	311,368	47.50%
Female	343,508	52.50%
Median Age	32.7	N/A
Under 5 years	49,368	7.50%
18 years and over	480,530	73.40%
65 years and over	66,696	10.20%
One race		
White	204,843	31.30%
Black	409,752	62.60%
American Indian and Alaska Native persons	1,294	0.20%
Asian persons	10,243	1.60%
Persons of Hispanic origin (any race)	38,533	5.90%
Some other race	20,421	3.10%
Two or more races	9,632	1.50%
Social Characteristics		
Total households	246,495	N/A
Average household size	2.58	(X)
Average family size	3.34	(X)
Population 25 years and over	407,059	N/A
High school graduate or higher	(X)	81.20%
Bachelor's degree or higher	(X)	22.50%
Male, now married (population 15 years and over)	84,091	35.40%
Female, now married (population 15 years and over)	81,735	30.00%
Speak a language other than English at home (population 5 years and over)	52,203	8.60%
Economic Characteristics		
Population 16 years and over	500,760	N/A
In labor force	324,406	64.80%
Civilian labor force	324,142	64.70%
Employed	283,761	56.70%
Unemployed	40,381	8.10%

VII. STATISTICAL AND OTHER INFORMATION (concl'd)

F. Memphis Community Survey (concl'd)

2006 - 2010 City of Memphis - Community Survey

5-year Estimates

U.S Census Bureau

	Estimate	Percent
Economic Characteristics (cont'd)		
Armed Forces	264	0.10%
Mean travel time to work	21.5 minutes	N/A
Of the civilian employed labor force, pop. 16 yrs and over		
Occupations are:		
Management, business, science and arts occupations	83,281	29.30%
Service occupations	55,806	19.70%
Sales and office occupations	76,172	26.80%
Natural resources, construction and maintenance	21,940	7.70%
Production, transportation and material moving occupations	46,562	16.40%
Families below poverty level	(X)	20.70%
All people below poverty level	(X)	25.40%
Of all people, children below poverty level (under 18 yrs)	(X)	39%

Legend:

N/A = not applicable

(X) = estimate not available

Source: 2006-2010 American Community Survey for the City of Memphis per the U.S. Census Bureau

* This population estimate mirrors U.S. Census data for a period range of 2006-2010. That is why this number will not be the same as the 2010 City of Memphis population estimate of 646,889 as noted throughout the budget document.

VIII. OTHER STRATEGIC INITIATIVES

MCS is a mature organization with a clear mandate to manage teaching and learning for over 104,829 students and over 6,600 classroom teachers. The Commissioners that govern the largest school system in the mid-South enact policies that establish the rules and regulations by which all employees do their work and students attend school. Once in the schoolhouse, students and their teachers are expected to engage in teaching and learning activities designed to advance and transfer essential knowledge and skills that will support individual aspiration, potential and disposition while simultaneously developing citizens that are critical to the well-being of our democracy and local communities. To do this work there must be a menu of strategic initiatives that tend to the District's key objectives.

At the center of every school system, there are conditions that accelerate and retard the transfer and acquisition of knowledge and skills. MCS exemplifies a number of fault lines that influence the performance of students and schools. A few snapshots of selected data depict the fault lines that help explain the educational profile of the District. More importantly, the factors that shape the District's performance profile are the foundation of the strategic initiatives that constitute the work completed in 2010-11 and the program of work for 2011-12 and 2012-13.

Generally, the factors influencing the performance of Memphis City Schools are the number of children entering kindergarten with a pre-kindergarten experience, the number of enrolled students with health and wellness conditions and no access to health care, nearly a fourth of the enrolled students being overage for their grade and a mobility rate where nearly one of three enrolled students moves to a new school at least once in a school year. Such factors feed the high incidents of safety and discipline and partially explain the out-migration of students from the school system.

The graduation rate of MCS, the cohort dropout rate, the availability and enrollment in AP courses and the ACT composite score for the District are part of the system's profile that warrants the Board of Commissioners Aligned Curriculum and Instruction Theory of Action, an official policy of MCS. Equally important, however, is how strategic initiatives are developed to form a program of work designed to address those factors that retard student and school performance.

Non-Academic Indicator	Memphis City Schools				TN
	2008	2009	2010	2011	2011
Cohort Dropout (%)	19.3	25.9	32	-	-
Graduation Rate (NCLB) (%)	66.9	62.1	70.8	72.6	85.5
Event Dropout (%)	17.4	10.4	1	1.9	-

Note: The cohort rate tracks students that enter the 9th grade until they graduate or drop out.

What follows is a listing of strategic initiatives that have been designed to address the fault lines that have been diagnosed. These initiatives are fundamental to the District's program of work. It is the common program of work that will accelerate the student and school achievement in target areas.

Pre-K Expansion – The expansion of pre-K will allow MCS to ensure more students are prepared to meet the challenging curriculum of kindergarten.

Pre-K – 3 Continuum – The Pre-K – 3 Continuum is a process focused on the development and implementation of a dynamic system designed to prepare students to meet or exceed 3rd grade year-end and learning expectations and social-emotional competencies. The Pre-K – 3 Continuum is designed to support all elementary schools which include 1,923 pre-K teachers and Interventionists and 34,207 elementary students. The idea is to ensure all students are not simply promoted but provided the interventions needed for the acquisition of the academic and social skills required for each subsequent grade.

VIII. OTHER STRATEGIC INITIATIVES (cont'd)

Stanford Math – MCS is currently using the Educational Program for Gifted Youth (EPGY) Stanford Math K-7 and Beginning Algebra as tools for mathematics intervention and enrichment for students. These online courses are built on a forty-year research tradition in computer-based instruction at Stanford University. They are designed to accelerate learning through extensive analyses of student response and performance data drawn from over ten million completed exercises.

Memphis Mathematics (M^2) – M^2 is the MCS plan to change the direction of disturbing math trends by focusing on sixth grade students that have entered the school year showing an ability to understand and proclivity toward thinking, reasoning and problem solving in mathematics and to keep them in a program until graduation. The goal of the M^2 Enrichment Cohort Program is to enhance the achievement of up to 2,500 “proficient” and “advanced” mathematics students yearly while they are still young enough to make educational choices that will prepare them for post-secondary opportunities and careers in STEM (Science, Technology, Engineering and Mathematics) fields. During their seven-year participation in the program, students will have attended sessions on at least six college campuses and will have been exposed to a variety of career opportunities.

Dual Enrollment – MCS in partnership with Christian Brothers University, LeMoyne-Owen College, Southwest Tennessee Community College, Tennessee Technology Center at Memphis and The University of Memphis, provides an opportunity for eligible students to earn college credit while simultaneously earning a high school diploma. The Early College Program gives high school students a jump-start on a college education and a career by allowing students to take college and technical courses while still enrolled in high school.

Dual Enrollment provides an academic rigorous program that accelerates learning in a collegiate environment. College-level courses are powerful motivators for students to work hard and meet intellectual challenges.

Early College Program courses are taught on the college campus, the technology center or at the high school by a college professor or a secondary teacher who is credentialed under SACS as an adjunct professor. Students are enrolled in college or technical courses with a combination of college and high school students or in “cohort or restricted” classes. Students who enroll in college courses gain experiences that ease and accelerate their transition to college.

Dual enrollment courses blend the curriculum as a coherent unit of college-level work fused into a single academic program that meets the requirements for both high school and college.

Career & College Expo – *The Career & College Expo* gives students the option to explore career and college opportunities and have one-on-one interaction with potential employers and college recruiters. The goal is to improve the student’s self-confidence in order for them to become responsible youth who live and work in our communities.

VIII. OTHER STRATEGIC INITIATIVES (cont'd)

Advanced Placement Course Expansion – Job #1 for the Division of Optional Programs is expanding stimulating educational opportunities throughout Memphis while maintaining fidelity in existing schools. The addition of eleven new schools (four in 2009-10 and seven in 2010-11) brings the total number of schools in the Optional Schools Program to 44. Paving the road of success for the optional program are three hallmarks: active parental involvement, intensive teacher preparation through training and conference participation and the use of feeder patterns to lay foundations. The latest additions to the program include:

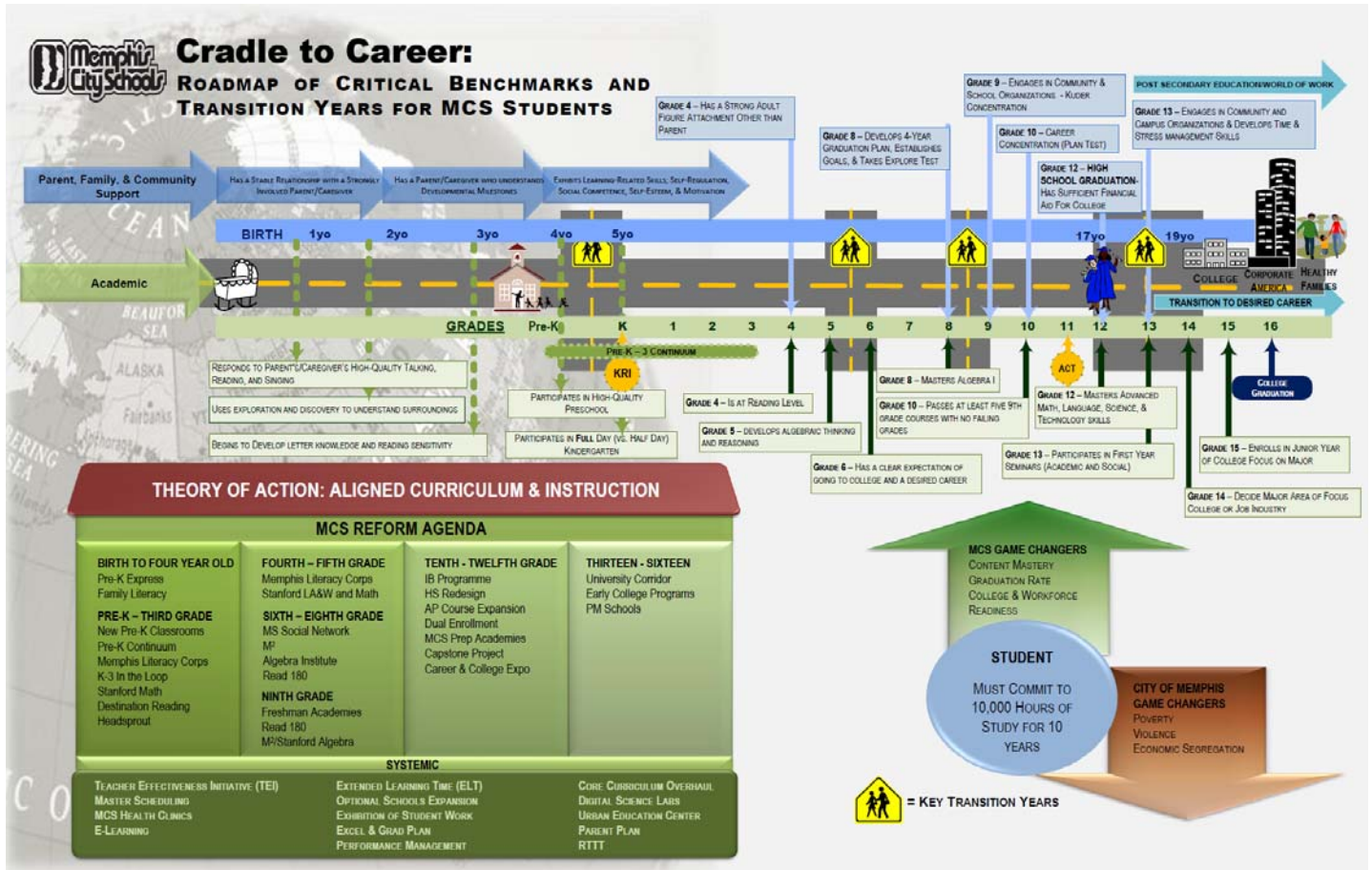
- The name says it all! **Developing Masterful Mathematical Minds** (DM³) develops a strong foundation in math skills with involvement from the Educational Testing Service and staff from LeMoyné-Owen College. Cummings also serves as a laboratory school for LeMoyné-Owen students who aspire to be teachers. (Cummings Elementary, 2010-11)
- Dual Language Immersion aims for bilingual fluency in speaking, reading and writing beginning with kindergarten and first grade students. (Treadwell Elementary, 2009-10)
- Environmental Science challenges students to become environmental scientists using inquiry-based learning both inside and outside of the classroom. Student access to a cutting-edge digital Vernier science lab maximizes instruction. (Carnes Elementary, 2009-10 and Riverwood Elementary, 2010-11)
- International Baccalaureate Programme and Applicant Schools serve as stepping stones to student success in obtaining the rigorous International Baccalaureate Diploma offered at Ridgeway High School. Feeder schools prepare students through accelerated coursework that develops critical thinkers with the ultimate goal of achieving success in the global marketplace. (Ridgeway High, 2009-10 and Ridgeway/Balmoral Elementary, Oak Forest Elementary and Ridgeway Middle all added in 2010-11)
- Media Arts and Public Service (M.A.P.S.) – Building on the Douglass community's long-time commitment to public service, M.A.P.S. will focus on student participation in meaningful community service while strengthening verbal and written presentation skills. Students will develop these skills in micro-societies, such as a classroom representation of a post office or the mayor's office. (Douglass School, 2010-11)
- STEM (Science, Technology, Engineering and Mathematics) – STEM integrates math and technology with enriched academics through hands-on activities which accompany every lesson. These fun and challenging activities expose students to subjects like physics and calculus. (Havenvue Middle, 2009-10 and Whitehaven Elementary, 2010-11)

Capstone Project is an element of the MCS Exhibition of Student Work and is a requirement of the new Tennessee Diploma Project initiated by the Tennessee Department of Education. Every student in the State of Tennessee is now required to complete a Capstone Project prior to completing high school. The purpose of the Capstone Project is to allow MCS children to demonstrate what he or she knows and is capable of doing in the world after graduation.

Each student is required to write a research paper, develop a corresponding product or performance, develop a portfolio and present their Capstone Project to a jury. This will allow the student the opportunity to integrate and demonstrate the knowledge and skills acquired during their educational career at MCS.

VIII. OTHER STRATEGIC INITIATIVES (concl'd)

MCS Prep Academies are specialized schools that offer innovative, rich and engaging programs of study to address the academic needs of students individually while customizing the most expedient learning plan for each student as they work toward graduation and post-secondary opportunities. There are four MCS Prep schools – one located in each of the four regions of the District (Northwest, Northeast, Southwest and Southeast).



IX. DISTRICT PERFORMANCE OBJECTIVES

Memphis City Schools Performance Objectives: Three Year Perspective		FY2008-09	FY2009-10	FY2010-11
Goal:	Performance Objective	Results		
Goal 1. Student Achievement: Accelerate the academic performance of all students				
1	MCS in Good Standing on NCLB status	Target	Target	School Improvement 1
2	Increase the number of General Education Pre-K classrooms	146	175	206
3	Increase the number of students enrolled in General Education Pre-K classrooms	2,746	3,249	4,120
4	Increase the cohort graduation rate	62.1%	70.8%	TBD
5	Increase the event (12th grade) graduation rate	85%	87%	89%
6	Decrease the cohort dropout rate	25.9%	32.0%	TBD
7	Decrease the event (one-year)dropout rate	10.4%	1.0%	TBD
8	Reduce the percentage of students in grades 3-5 who are 2 or more years Overage for Grade	1.8%	1.4%	1.3%
9	Reduce the percentage of students in grades 6-8 who are 2 or more years Overage for Grade	2.5%	2.0%	1.8%
10	Reduce the percentage of students in grades 9-12 who are 2 or more years Overage for Grade	8.0%	7.9%	6.1%
11	Increase the percentage of students scoring proficient in Reading/Language Arts: Grade 3-5	-	26%	27%
12	Increase the percentage of students scoring proficient in Reading/Language Arts: Grade 6-8	-	24%	25%
13	Increase the percentage of students scoring proficient on the End of Course English I exam (first-time takers)	-	38%	45%
14	Increase the percentage of students scoring proficient on the End of Course English II exam (first-time takers)	-	37%	36%
15	Increase the percentage of students scoring proficient in Math: Grade 3-5	-	24%	27%
16	Increase the percentage of students scoring proficient in Math: Grade 6-8	-	13%	18%
17	Increase the percentage of students scoring proficient on the End of Course Algebra I exam (first-time takers)	-	34%	39%
18	Increase the percentage of students scoring proficient in Science: Grade 3-5	-	23%	23%
19	Increase the percentage of students scoring proficient in Science: Grade 6-8	-	24%	26%
20	Increase the percentage of students scoring proficient on the End of Course Biology I exam (first-time takers)	-	28%	27%
21	Increase the percentage of students scoring proficient in Social Studies: Grade 3-5	-	64%	64%
22	Increase the percentage of students scoring proficient in Social Studies: Grade 6-8	-	55%	56%
23	Increase the percentage of students scoring proficient on the End of Course U.S. History exam (first-time takers)	-	92%	88%
24	Increase the percentage of students scoring proficient on the Grade 5 TCAP Writing Assessment	77%	78%	83%
25	Increase the percentage of students scoring proficient on the Grade 8 TCA Writing Assessment	85%	84%	88%
26	Increase the percentage of students scoring proficient on the Grade 11 TCA Writing Assessment	81%	85%	84%
27	Increase the scores of 8th grade students on the EXPLORE	12.9	13.2	13.2
28	Increase the scores of 10th grade students on the PLAN	14.7	14.8	14.7
29	Increase the number of MCS graduates with ACT scores	5,020	6,422	6,774
30	Increase the scores of graduating seniors on the ACT	17.3	16.6	16.2
31	Increase the District's ACT College Readiness percentage	6%	5%	4%
32	Increase percentage of students enrolled in AP courses	11.4%	12.4%	15.1%
33	Increase the percentage of grade 11 & 12 African-American students enrolled in AP courses	9.2%	10.7%	12.1%
34	Increase the percentage of grade 11 & 12 African-American students enrolled in dual-credit courses	4.6%	4.3%	5.2%
35	Increase the percentage of grade 11 & 12 Hispanic students enrolled in AP courses	12.7%	13.9%	20.7%
36	Increase the percentage of grade 11 & 12 Hispanic students enrolled in dual-credit courses	1.5%	3.1%	5.5%
37	Increase the number of graduates from all MCS Prep Academies	11	313	582
38	Increase the number of Optional Schools	33	37	44

IX. DISTRICT PERFORMANCE OBJECTIVES (concl'd)

<i>Memphis City Schools Performance Objectives: Three Year Perspective</i>		FY2008-09	FY2009-10	FY2010-11
Goal 2. Accountability: Establish a holistic accountability system that evaluates the academic, operational and fiscal performance of the school district				
39	The Comprehensive Annual Financial Report (CAFR) will be prepared and submitted to the Association of School Business Officials International (ASBO) Certificate in Financial Reporting Program	Yes	Yes	Yes
40	District will receive an unqualified fiscal audit for FY2010	Goal Met	Goal Met	Goal Met
41	Identify, verify and catalogue all real property owned by MCS to reduce the number of non-MCS titled properties by 20%	29	19	15
42	Procurement dollars spent on strategically-sourced items (all Fund sources)	\$27.4M	\$29.5M	\$30.3M
43	On-time bus arrivals at schools	-	40%	86%
Goal 3. Parent and Community Involvement: Build and strengthen family and community partnerships to support the academic and character development of all students				
44	Engage the community in fall and spring district-wide Exhibition of Student Work/ThinkShow!	7, 000 Jurors	10, 000 Jurors	11,252 Jurors
45	Engage parents through community-wide parental involvement activities and events (e.g. Demand Parent Summits)	971 Parents	1,344 Parents	1,534 Parents
Goal 4. Healthy Youth Development: Create a school community that listens to student input and promotes student leadership and healthy youth development				
46	Number of TENN Care health screenings conducted for all eligible MCS students	25,113	29,855	42,386
Goal 5. Safety: Maintain a positive, safe and respectful environment for all students and staff				
47	Reduce the number of students 17 and under referred to Juvenile Court for offenses in schools by 5%	7,727	7,093	5,681
48	Reduce the number of students transported to Juvenile Court for offenses in schools by 20%	1,484	1,252	800
49	Decrease the incidents involving fights by 5%	8,906	9,235	7,439
50	Reduce the number of serious incidents in all schools from 24 incidents per 1,000 to 14 incidents per 1,000	34.3	24.3	18.3
Goal 6. Diversity: Create a school community that is sensitive and responsive to the needs of an increasingly diverse population				
51	Number of Teachers receiving dual certification in ESL instruction	113	133	147
52	Number of employees completing diversity training on TeachTolerance.org	-	789	12,783
53	TEI Community Fundraising	-	-	\$20.4M
54	Number of applicants recruited and approved for Teach Memphis Selection Model by the Office of Strategic Teacher Recruitment and Staffing and The Department of Human Resources	-	1,407	2,826
55	Percentage of teachers completing MCS Teacher Effectiveness Measure training	-	-	100%

Results for FY2011-12 District Performance Objectives were not available when the District Budget was finalized.

X. STUDENT PERFORMANCE

A. ACADEMIC ACHIEVEMENT GRADES

Each year the Tennessee Department of Education releases Adequate Yearly Progress Data and the State Report Card on Pre-K-12 education. These releases include State, District and school-level information on academics, demographics, attendance, graduation, and discipline. The following will focus on the release and review of academic data.

Two forms of academic data are used to evaluate student performance. The first is Academic Achievement. Academic Achievement scores are measured at a single point in time. Each student is measured against a set of pre determined standards. Therefore, achievement grades are based on how well students perform on annual assessments against the curriculum standards. The second is Value-Added Assessment. Value-added scores are calculated based on how much growth groups of students make relative to the State of Tennessee's growth standard. These scores estimate how much districts, schools, and teachers influence their students' academy progress in a given year.

Academic Achievement Grades

Grades 3-8: TCAP Criterion Referenced Academic Achievement						
3 year avg	2010		2011		2012	
CRT	Score	Grade	Score	Grade	Score	Grade
Math	40	D	40	D	TBA	TBA
Reading/Lang	38	F	37	F	TBA	TBA
Social Studies	38	F	38	F	TBA	TBA
Science	35	F	34	F	TBA	TBA

Grades 5, 8, & 11: TCAP Writing						
3 year avg	2010		2011		2012	
Writing	Score	Grade	Score	Grade	TBA	TBA
5 th	4	A	4	A	TBA	TBA
8 th	4	A	4	A	TBA	TBA
11 th	4	A	4	A	TBA	TBA

Grades 9-12: ACT – 3 Year Averages			
3 year avg	2010	2011	2012
Composite	17.1	16.7	TBA
English	16.7	16.1	TBA
Math	16.7	16.5	TBA
Reading	17.0	16.6	TBA
Science/Reasoning	17.4	17.0	TBA

X. STUDENT PERFORMANCE (cont'd)

A. ACADEMIC ACHIEVEMENT GRADES (concl'd)

Academic Value Added Growth Grades

Grades K-8 Value Added – Growth Standard						
3 year avg	2010		2011		2012	
CRT	Status	Mean Gain	Status	Mean Gain	Status	Mean Gain
Math	D	-1.2	C	-0.3	TBA	TBA
Reading/Lang	F	-2.6	F	-2.3	TBA	TBA
Social Studies	C	0.0	C	-0.1	TBA	TBA
Science	D	-1.3	D	-1.1	TBA	TBA

Grades K-8 Gain by Year, Grade, & Content			
Math			
Grade	2010	2011	2012
4 th	-1.5	3.6	6.4
5 th	-4.3	1.9	3.9
6 th	-5.1	1.4	-0.3
7 th	-3.7	5.0	7.8
8 th	-7.4	2.2	2.4
Reading/Lang Arts			
Grade	2010	2011	2012
4 th	-2.9	-0.1	1.7
5 th	-3.8	-0.6	3.2
6 th	-4.7	0.7	-0.5
7 th	-7.8	-1.9	-1.2
8 th	-7.4	2.8	5.4

Grades 9-12: Value Added						
Subject	2011			2012		
	Observed Score	Predicted Score	Status	Observed Score	Predicted Score	Status
Algebra I	675.3	672.2	Above	688.5	683.6	Above
English II	674.8	678.85	Below	677.6	679.4	Below
Biology I	659.2	672.3	Below	658.5	667.2	Below
Writing	4.06	3.94	Above	4.13	4.02	Above

As of July 31, 2012, the Tennessee State Report Card for 2012 has yet to be published. The 2012 Value Added Scores were collected from the Tennessee Department of Education TVAAS web site.

Link to the Tennessee State Report Card:

<http://www.tn.gov/education/reportcard>

Link to the Tennessee Department of Education TVAAS web page:

<https://tvaas.sas.com/evaas/welcome.jsf>

X. STUDENT PERFORMANCE (cont'd)

B. 2012 SYSTEM VALUE ADDED TCAP MATH

MEMPHIS CITY SCHOOLS 2012 System Value Added TCAP Math

In 2010, the Tennessee Department of Education implemented significant changes in State testing. For the purposes of these analyses, the new testing has been equated so it can be reported on the same scale. The Growth Standard reflects these changes and is based on statewide student achievement in 2009.

Estimated System Mean NCE Gain								
Grade	3	4	5	6	7	8	Mean NCE Gain over Grades	
Growth Standard		0.0	0.0	0.0	0.0	0.0		
State 3-Yr-Avg		3.0	0.0	2.2	2.6	0.8	Growth Standard	State
2010 Mean NCE Gain		-1.5 R*	-4.3 R*	-5.0 R*	-3.7 R*	-7.4 R*	-4.4	-6.1
Std Error		0.2	0.2	0.1	0.1	0.1	0.1	0.1
2011 Mean NCE Gain		3.6 G*	1.9 G*	1.4 G*	5.0 G*	2.2 G*	2.8	1.1
Std Error		0.2	0.2	0.2	0.1	0.1	0.1	0.1
2012 Mean NCE Gain		6.4 G*	3.9 G*	-1.3 R	7.8 G*	2.4 G*	4.0	2.3
Std Error		0.2	0.2	0.2	0.1	0.2	0.1	0.1
3-Yr-Avg NCE Gain		2.8 G*	0.5 G*	-1.3 R*	3.0 G*	-0.9 R*	0.8	-0.9
Std Error		0.1	0.1	0.1	0.1	0.1	0.0	0.0
Estimated System Mean NCE Scores								
Grade	3	4	5	6	7	8		
State Base Year (2009)	50.0	50.0	50.0	50.0	50.0	50.0		
State 3-Yr-Avg	49.9	51.9	50.0	50.3	51.4	50.0		
2009 Mean	44.4	44.6	43.7	42.6	43.0	41.4		
2010 Mean	39.8	43.0	40.3	38.8	38.9	35.8		
2011 Mean	39.3	43.7	45.0	41.8	43.9	41.2		
2012 Mean	40.7	45.9	47.7	44.8	49.8	46.5		
G*	Estimated mean NCE gain is above the growth standard by at least 1 standard error.							
G	Estimated mean NCE gain is equal to or greater than growth standard but by less than 1 standard error.							
Y	Estimated mean NCE gain is below the growth standard by 1 standard error or less.							
R	Estimated mean NCE gain is more than 1 standard error below the growth standard but by 2 standard errors or less.							
R*	Estimated mean NCE gain is below the growth standard by more than 2 standard errors.							

The System Value Added information indicates that the District is making progress on the TCAP Math test. For SY 2011-12, the largest gains are in the 4th, 5th and 7th grades.

X. STUDENT PERFORMANCE (cont'd)

C. 2012 SYSTEM VALUE ADDED TCAP READING/LANGUAGE

MEMPHIS CITY SCHOOLS
2012 System Value Added
TCAP Reading/Language

Estimated System Mean NCE Gain								
Grade	3	4	5	6	7	8	Mean NCE Gain over Grades	
Growth Standard		0.0	0.0	0.0	0.0	0.0		
State 3-Yr-Avg		.9	0.5	-0.6	-2.3	.7	Growth Standard	State
2010 Mean NCE Gain		-2.9 R*	-3.8 R*	-4.7 R*	-7.8 R*	-7.4 R*	-5.3	-5.2
Std Error		0.2	0.2	0.1	0.1	0.1	0.1	0.1
2011 Mean NCE Gain		-0.1 Y	-0.6 R*	0.7 G*	-1.9 R*	2.8 G*	0.2	0.4
Std Error		0.2	0.2	0.2	0.1	0.1	0.1	0.1
2012 Mean NCE Gain		1.7 G*	3.2 G*	-0.5 R*	-1.2 R*	5.4 G*	1.7	1.9
Std Error		0.2	0.2	0.2	0.1	0.1	0.1	0.1
3-Yr-Avg NCE Gain		-0.4 R*	-0.4 R*	-1.5 R*	-3.6 R*	0.3 G*	-1.1	-1.0
Std Error		0.1	0.1	0.1	0.1	0.1	0.0	0.0
Estimated System Mean NCE Scores								
Grade	3	4	5	6	7	8		
State Base Year (2009)	50.0	50.0	50.0	50.0	50.0	50.0		
State 3-Yr-Avg	50.3	50.3	49.5	47.5	45.5	47.2		
2009 Mean	43.0	41.4	41.5	41.4	41.7	39.8		
2010 Mean	40.6	40.1	37.8	36.9	33.7	34.4		
2011 Mean	39.9	40.8	39.8	38.6	35.1	36.6		
2012 Mean	39.7	41.8	44.2	39.5	37.6	40.8		
G*	Estimated mean NCE gain is above the growth standard by at least 1 standard error.							
G	Estimated mean NCE gain is equal to or greater than growth standard but by less than 1 standard error.							
Y	Estimated mean NCE gain is below the growth standard by 1 standard error or less.							
R	Estimated mean NCE gain is more than 1 standard error below the growth standard but by 2 standard errors or less.							
R*	Estimated mean NCE gain is below the growth standard by more than 2 standard errors.							

For SY 2011-12, the largest gains are in the 8th grades.

X. STUDENT PERFORMANCE (cont'd)

D. 2012 SYSTEM VALUE ADDED END OF COURSE / AYP ALGEBRA I

MEMPHIS CITY SCHOOLS
2012 System Value Added
End of Course / AYP Algebra I

Subject	Year	N	Mean Student Score	Mean Score %-ile	Mean Pred Score	Pred Score %-ile	System Effect	Effect Std Err	Effect %-ile	System vs State Avg
Algebra I	2010	9,296	666.0	27	668.3	27	-2.1	1.0	35	Below
	2011	8,189	675.3	27	672.2	26	2.9	1.0	61	Above
	2012	7,504	688.5	27	683.6	24	4.0	1.1	64	Above
	3-Yr-Avg	24,989	675.8	27	674.2	26	1.6	0.6	55	Above
	Progress is significantly above the average system in the state.									
	Progress is not detectably different from the average system in the state.									
	Progress is significantly below the average system in the state.									

The District is making significant progress in Algebra I.

X. STUDENT PERFORMANCE (concl'd)

E. RACE TO THE TOP GOALS

MEMPHIS CITY SCHOOLS Race to the Top (RTTT) Goals: Benchmarks and Progress

Goal No.	Goal	Lagging Indicator	Baseline 2009-10	Benchmark 2010-11	Benchmark 2011-12	Benchmark 2012-13	Benchmark 2013-14	Target 2014-15
1	Increase early grades reading proficiency	3rd grade proficiency - % proficient TCAP English/language arts	23%	27% (Actual = 24.9%)	28.9% (Actual = 25.8%)	35%	40%	44%
2	Increase middle grades math proficiency	7th grade proficiency - % proficient TCAP mathematics	11%	16% (Actual = 19.6%)	23.4% (Actual = 26.1%)	27%	32%	37%
3	Increase high school graduation	Longitudinal cohort graduation rate	62.1%	64% (Actual = 72.6%)	73.9% (Actual not available)	68%	70%	72%
4	Increase postsecondary access and success	% recent high school graduates who enroll in postsecondary ed % recent high school graduates who complete one year postsecondary	These goals will be set at a later date. More guidance from the TDOE will be forthcoming.					

XI. SURVEYS

A. STUDENTS CLASS AND TEACHER SATISFACTION RESULTS

In spring 2010, more than 40,000 students across the District completed the Tripod Survey, a measurement instrument designed by Dr. Ron Ferguson and his colleagues at Harvard University. The Tripod Survey asks students questions about their perceptions about various aspects of the instruction they receive from teachers. Using the Tripod Survey results, school leaders can determine which teachers appear to be connecting with students more successfully than others. The work of the Teacher Effectiveness Measure (TEM) development also hopes to use Tripod Survey results to identify and support teachers for increased effectiveness. Early results show that teachers who have higher ratings from students on the control items, for example, tend to also have higher value-added results as well.

Results from the Tripod Survey are used by the leadership of each school to determine appropriate intervention and support for teachers. At the District level, Tripod Survey results can be used as a guide for focusing professional development activities and for highlighting exemplary practices across the District.

Elementary Schools

My teacher pushes everybody to work hard.	4.04
I like being at school.	3.89
My teacher has several good ways to explain each topic that we cover in class.	4.16
I like the ways we learn in class.	4.17
My teacher in the class makes me feel that he/she really cares about me.	4.10
I feel successful in this class.	4.08

Middle and High Schools

My teacher in the class makes me feel that he/she really cares about me.	3.45
My teacher has several good ways to explain each topic that we cover in class.	3.63
My teacher makes learning enjoyable.	3.49
My teacher checks to make sure we understand what he/she is teaching.	3.87

Note: A score of five is the highest that can be attained.

This survey was administered in the fall of 2011; however, results are not available. The survey will be administered again in spring 2012.

XI. SURVEYS (cont'd)

B. CLIMATE SURVEY

MEMPHIS CITY SCHOOLS DISTRICT 2011-12 SCHOOL CLIMATE SURVEY FOR PARENTS

Responses for 1-17: 1=Always 2 = Most Times 3 = Sometimes 4 = Never

Survey Questions	Percentages of Responses
1. Was your child safe at this school?	85.00%
2. Was your child's teacher (or teachers) effective?	80.00%
3. My child's teacher (or teachers) encouraged my child to do her/his best in school.	82.50%
4. Did the school do a good job preparing your child for the next level of school or for college?	80.00%
5. When you visited the school, did people at the school make you feel welcome?	80.00%
6. Did the principal set a good example for students?	82.50%
7. Did the school return your phone calls or emails promptly?	77.50%
8. Did the school schedule activities at times when you could attend?	77.50%
9. Did the school promote good relationships with parents?	80.00%
10. Did you attend open houses, parent-teacher conferences, Annual Title I Parent Meetings, or any other parent meeting?	82.50%
11. Were you given the opportunity to participate in school committees (for example, textbook committee, School Improvement Plan Committee)?	70.00%
12. Did your family eat supper together most nights during the school year?	82.50%
13. Did you receive notifications in a language you could understand?	95.00%
14. Does the Standards-Based Report to Families (new report card) give you information that you can use to help your child at home?	67.50%
15. Is the Standards-Based Report to Families easy to understand?	65.00%
16. Do you understand the ratings (e.g., Not Meeting Standards, Meeting Standards, Exceeding Standards) for each of the items on the new Standards-Based Report to Families?	75.00%
17. Please respond to the following statement: The Standards-Based Report to Families is more reflective of my child's progress than a traditional letter-grade report card.	57.50%

Note that questions 15-17 are for parents of Pre-K, K, Gr1 and Gr2 students only.

Responses for 18-19: 1=Strongly Agree 2= Agree 3=Neither Agree nor Disagree 4=Disagree 5=Strongly Agree

Survey Questions	Percentages of Responses
18. My child's teacher (or teachers) made me feel comfortable in contacting him or her.	77.50%
19. My child's teacher (or teachers) gives students too much homework.	37.50%

XI. SURVEYS (cont'd)

B. CLIMATE SURVEY (concl'd)

MEMPHIS CITY SCHOOLS DISTRICT 2011-12 SCHOOL CLIMATE SURVEY FOR PARENTS

Responses for 20a-20h: Top four areas where the school and district should spend its money in the coming year:

Survey Questions	Percentages of Responses
a. Buy and use educational materials and resources for helping your child achieve at higher levels. (School)	77.9%
a. Buy and use educational materials and resources for helping your child achieve at higher levels. (District)	73.7%
b. Help you understand what your child needs to learn and be able to do at his/her grade level. (School)	53.1%
b. Help you understand what your child needs to learn and be able to do at his/her grade level. (District)	47.6%
c. Help your child improve his/her achievement by providing assistance or tutoring with homework assignments. (School)	60.3%
c. Help your child improve his/her achievement by providing assistance or tutoring with homework assignments. (District)	51.0%
d. Provide parent training to make sense of test results such as the TCAP or Gateway or End of Course Tests to help your child learn . (School)	31.8%
d. Provide parent training to make sense of test results such as the TCAP or Gateway or End of Course Tests to help your child learn . (District)	33.5%
e. Pay for training the principals, teachers, and school staff in ways of communicating and working with parents and students. (School)	42.1%
e. Pay for training the principals, teachers, and school staff in ways of communicating and working with parents and students. (District)	44.9%
f. Teach your child about drug awareness, school violence, safety issues, gang awareness, and conflict awareness? (School)	32.3%
f. Teach your child about drug awareness, school violence, safety issues, gang awareness, and conflict awareness? (District)	30.9%
g. Provide training for teachers and staff on ways of working with special needs students. (School)	72.7%
g. Provide training for teachers and staff on ways of working with special needs students. (District)	31.4%
h. Provide training for teachers and staff on ways of working with non-English speaking students. (School)	17.2%
h. Provide training for teachers and staff on ways of working with non-English speaking students. (District)	21.7%

XII. GLOSSARY OF TERMS

ABE – Adult Basic Education

Above (status) – Students in this school made significantly more progress in this subject than students in the average school in the state.

ACA – Adobe Certified Associate

Accounting System – The total structure of records and procedures which discover, record, classify and report information on the financial position and operations of a school district or any of its funds, balanced account groups and organizational components.

Accrual Basis of Accounting – To recognize revenues in the period earned and expenses in the period incurred, regardless of when the cash is actually received or spent.

Accrue – To record revenues when earned or when levies are made and to record expenditures as soon as they result in liabilities, regardless of when the revenue is actually received or the payment is actually made. Sometimes, the term is used in a restricted sense to denote the recording of revenues earned but not yet due, such as accrued interest on investments and the recording of expenditures which result in liabilities that are payable in another accounting period, such as accrued interest on bonds. See also Accrual Basis of Accounting.

Actual – Expenditures and/or revenues realized in the past.

ADA – Average Daily Attendance

Administrators – These are directors of schools, principals, supervisors, assistant principals, etc.

Adopted Budget – A plan of financial operation, legally approved by the Board, to provide an estimate of expenditures for a given fiscal year and a proposed means of financing them.

ADP – American Diploma Project

AFL-CIO – American Federation of Labor-Congress of Industrial Organizations

AFSCME – American Federation of State, County and Municipal Employees

Allocation – Funds set aside or designated for specific purposes. An allocation does not authorize the expenditure of funds.

Amortization – The paying off of debt in regular installments over a period of time. The District does not maintain a bond debt amortization schedule of its Qualified School Construction Bonds since Shelby County Government repays it on the District's behalf.

Annual Budget – A budget developed and enacted to apply to a single fiscal year.

Appropriation – An authorization granted by a legislative body to make expenditures and to incur obligations for specific purposes. Note: An appropriation is usually limited in amount and as to the time when it may be expended.

XII. GLOSSARY OF TERMS (cont'd)

ARRA – American Recovery and Reinvestment Act - Bill passed by Congress in February 2009 as an economic stimulus package. The money set aside by this program will be distributed through a variety of agencies, and will go towards projects such as improving education, building roads, public transportation, criminal justice, health care, and many other areas. The government is hoping that this package will create jobs, and provide many other economic benefits.

ASBOI – Association of School Business Officials International

ASD – Achievement School District

Assessed Value – The fair market value of real estate and personal property as determined by the Shelby County Assessor's Office as a basis for levying property taxes.

Asset – Any tangible or intangible item to which a value can be assigned. An asset can be durable such as machinery or financial such as cash, accounts receivable, due from a primary government or investments.

Asset Acquisition – An operating expense used for the procurement of capital assets such as land, buildings, equipment, infrastructure and vehicles.

Attendance – This refers to the attendance rate, the average number of days students attend school as compared to the average number of days the students are enrolled.

AYP – Adequate Yearly Progress. Adequate Yearly Progress is a measure of a school's or school system's ability to meet required federal benchmarks with specific performance standards from year to year.

Balance Sheet – A summarized statement, as of a given date, of the financial position of a local education agency by fund and/or all funds combined showing assets, liabilities, reserves and fund balance.

Balanced Budget – A budget developed wherein estimated revenues, including budgeted fund balance, meet or exceed budgeted expenditures.

Base (Baseline) Budget – An estimate of the funding required to continue existing programs at the currently budgeted level of service from one year to the next.

Below (status) – Students in this school made significantly less progress in this subject than students in the average school in the state.

Benefits – Often in this document, we refer to benefits. This category of spending includes the District's contribution to employee medical insurance, life insurance, social security, retirement and unemployment compensation.

BEP – Basic Education Plan

XII. GLOSSARY OF TERMS (cont'd)

Board of Commissioners – The Memphis City Schools Board is composed of nine members, who are residents of the City, elected by the citizens at the general election in November to serve a four-year term. Seven members are elected to represent a specific area within the City, and two members are elected at-large to represent the entire City. At the last meeting in December, the Board elects a President and a Vice President to serve for a term of one year to be effective January 1. The Board is responsible for establishing goals for the District and adopting policies for the effective operation of the District. The Board appoints a Superintendent to oversee the operation of the District in accordance with the educational goals and policies it establishes.

Budget – A plan of financial operation embodying an estimate of proposed expenditures for a given period or purpose and the proposed means of financing them.

Budget Amendment – A revision to the adopted budget during the fiscal year as achieved by line item transfer.

Budget Assumptions – Foundation statements upon which the budget is developed.

Budget Calendar – A schedule of certain steps to be followed in the budgetary process and the dates by which item must be completed to comply with State and City law.

Budgetary Control – The control or management of the business affairs of the District in accordance with an approved budget with a responsibility to keep expenditures within the authorized amounts.

Buildings – A capital asset account which reflects the acquisition value of permanent structures used to house persons and property owned by the local education agency. If buildings are purchased or constructed, this amount includes the purchase of the contract price of all permanent buildings and fixtures attached to and forming a permanent part of such buildings. If buildings are acquired by gift, the account reflects their appraised value at time of acquisition.

C.L.U.E. – Creative Learning in a Unique Environment

CAFR (Comprehensive Annual Financial Report) – The audited annual financial report of the District, showing the financial position and results of operations for the fiscal year, along with schedules detailing other financial matters.

Capital Assets – Assets with a useful life in excess of one year and an initial cost exceeding \$5,000. Classifications include land, buildings, machinery, furniture, equipment and construction-in-progress.

Capital Budget – A five-year budget for capital expenditures.

Capital Improvement Program (CIP) – A multi-year plan for the acquisition, expansion or rehabilitation of any element of the District's infrastructure and the proposed methods for financing the projects.

Capital Projects Fund – Funds used to account for financial resources that are obtained and used for the acquisition, construction or improvement of capital facilities.

Categorically-Aided Funds – Funds used to account for the funding the District receives from various agencies that are to be spent for specific purposes; these funds are restricted and segregated from other funds.

CBER – Center for Business and Economic Research

XII. GLOSSARY OF TERMS (cont'd)

CCNA – Certification and Cisco Certified Network Associate

CDCP – Centers for Disease Control and Prevention

CDR – The Code of Federal Regulations is the codification of the general and permanent rules and regulations (sometimes called administrative law) published in the Federal Register by the executive departments and agencies of the Federal Government of the United States.

CDTP – Cooperative Driver Testing Program

CEP – Career Enhancement Program

Certificated Employee – District employees who are required to possess a State credential in order to do their jobs. All regularly employed teachers and principals are certificated employees.

CITA – Commission on International and Trans-Regional Accreditation

CIW – Certified Internet Web Professional

Classified Employee – District employees not required to possess a State credential in order to do their jobs. Examples include instructional aides; secretaries, clerks and other office staff; and maintenance and custodial workers.

Cliff (funding/grant) – The end of Federal Stimulus funding.

COLA (Cost of Living Adjustment) – An increase in salaries to offset the adverse effect of inflation on compensation.

Contracted services – Amounts paid for services rendered by individuals and/or companies. These activities would include utility services, communication services, repair and maintenance services, rentals, cleaning services, etc.

Cost per Pupil – Current expenditures for a given period of time divided by a pupil unit of measure.

Criterion Referenced Tests (CRT) – Criterion referenced tests measure an individual student's performance against a predetermined set of standards which are established based on the curriculum.

CSH – Coordinated School Health

CTCs – Career and technology centers

CTE – Career and Technical Education

CTSOs – Career and Technical Student Organizations

Deficit – The excess of expenditures over revenues within a given fund during a defined accounting period.

Department – The largest organizational unit within the District; several divisions may comprise a single department.

Depreciation – The decrease in value of physical assets due to use and passage of time.

XII. GLOSSARY OF TERMS (cont'd)

Division – Identifies the second largest organizational unit within the District.

DM³ – Developing Masterful Mathematical Minds

Dropout Rate – The percentage of those students entering the 9th grade that has dropped out by the end of 12th grade.

ECERS – Early Childhood Environment Rating Scale

EEOC – Equal Employment Opportunity Commission

Effectiveness Measures – The results and outcomes of an activity; they assist in managing resources effectively and define what resulted from a job task.

Efficiency Measures – The relationship between business performance and resources such as manpower; these measures assist in managing whether a task was completed with the minimum expenditure of time and effort.

EIS – Education Information System

Elementary School – A school classified as elementary by the State and local practice and composed of any span of grades not above grade six. Memphis City Schools' grade structure currently includes students in grades PreK through 6.

ELL – English Language Learners Non-English speaking students.

ELLCO – Early Language Literacy Classroom Observation

ELP – Executive Leadership Program

Employee benefits – Amounts paid by the District on behalf of employees. These amounts are not included in the employees' gross salary but are in addition to that amount. Such payments are fringe benefit payments and, while not paid directly to employees, is part of the cost of personnel services. May include health and life insurance and may include payments to which employees or former employees may be entitled under a pension plan, including death and unemployment benefits.

Encumbrance – Obligation in the form of purchase orders or contracts that are chargeable to an appropriation and for which a part of the appropriation is reserved. Encumbrances are eliminated when paid or when an actual liability is set up.

Encumbrance Accounting – A system or procedure which involves giving recognition in the accounting budgetary expenditure control records for the issuance of purchase orders, statements or other commitments chargeable to an appropriation in advance of any liability or payment.

Enterprise Fund – A governmental accounting fund in which the services provided are financed through user fees in a manner similar to private business. Rate schedules are established to ensure that the revenues generated are adequate to meet all necessary cost of operations.

EPA – Environmental Protection Agency

XII. GLOSSARY OF TERMS (cont'd)

Equipment – Those moveable items used for school operations that are of a non-expendable and mechanical nature (i.e., perform an operation). Heating and air conditioning systems, lighting fixtures and similar items permanently fixed to or within a building are considered as part of the building.

ERP – Enterprise Resource Planning

ESL – English as a Second Language

ESOL – English for Speakers of Other Languages

Estimated Revenue – When the accounts are kept on an accrual basis, this term designates the amount of revenue estimated to accrue during a given period regardless of whether or not it is all to be collected during the period.

Expenditures – The incurrence of an actual liability in accordance with the District's authority.

Expulsion – A student expelled from school is one who is not allowed to attend school for a period of time greater than ten days, and is removed from school rolls during the period of expulsion.

FACS – Family and Consumer Sciences

Fair Labor Standards Act (FLSA) – A Federal law that governs the payment of minimum wages, overtime rates, compensatory time, record keeping of hours worked and other criteria for non-exempt employees, including governmental employees.

FASB – The Financial Accounting Standards Board that defines GAAP for private sector entities. Occasionally, GASB and FASB make FASB standards applicable to National, State or local governments.

FBLA – Future Business Leaders of America

Fiscal Capacity – The County's ability to pay based upon its tax base (sales, property). The fiscal capacity is expressed as an index measure, which is a proportion of the total fiscal capacity for all counties.

Fiscal Year – A consecutive twelve month period designated as the operating year by an entity. For Memphis City Schools, the fiscal year begins July 1 and ends June 30 of the following calendar year.

FLAP – Foreign Language Assistance Program

FRCs – Family Resource Centers

Free/Reduced Price Meals – Children from families who meet certain income criteria are eligible to receive free or reduced meals at school.

Full-Time Equivalent (FTE) – A measure of the effective number of authorized positions, indicating the percentage of time a position or group of positions is funded. An FTE of 1.00 is usually equal to 2,080 hours of work per year.

Fund – An accounting entity with a self-balancing set of accounts recording cash/or other resources together with all related liabilities, obligations, reserves and equities which are segregated for specific activities or objectives.

XII. GLOSSARY OF TERMS (cont'd)

Fund Balance – A term used to express the equity (excess of assets minus liabilities) of governmental fund types and trust funds.

Fund Balance; Undesignated – The portion of the excess funds which has no legal commitments or formal designations by the Board for future funding needs.

Furniture & equipment – Expenditures for furniture, furnishings, athletic equipment and other equipment.

GAAP (Generally Accepted Accounting Principles) – Nationally recognized uniform principles, standards and guidelines for financial accounting and reporting, governing the form and content of financial statements of an entity.

GASB (Governmental Accounting Standards Board) – The oversight body that establishes governmental GAAP, equivalent to the private sector FASB.

Gateway Exams – Students who entered the 9th grade in 2001-2002 must attain a score indicating "Proficient" or "Advanced" on each of the Gateway examinations in three subject areas - mathematics, science and language arts - in order to earn a high school diploma.

GED – General Educational Development

General Fund – A fund used to account for all monies received and disbursed for general government purposes including all assets, liabilities, reserves, fund balances, revenues and expenditures which are not accounted for in any other fund.

GFOA – Government Finance Officers Association

GLEs – Grade Level Expectations

Governmental Funds – Funds used to account for most typical governmental functions; the acquisition, use and balances of the District's expendable financial resources are accounted for through governmental funds. The three types of governmental funds used in the District are the General Fund, Capital Projects Fund and the Special Revenue Funds.

Graduation Rate – A federally required benchmark which calculates the percent of on-time graduates with a regular high school diploma. GED and Special Education diplomas are not allowed to count as a regular high school diploma under regulations from the U.S. Department of Education.

High Priority School/School System – A high priority school/school system is one that has missed the same federal benchmark for more than one consecutive year. The different levels of high priority schools/systems are School Improvement 1, School Improvement 2, Corrective Action, Restructuring 1, Restructuring 2 and SEA/LEA Reconstitution Plan.

Highly Qualified Teacher – Any public elementary or secondary school teacher who holds at least a Bachelor's Degree, is fully-licensed in Tennessee, and submits the required documents to demonstrate competency in the content area(s) being taught.

HIPAA – The Health Insurance Portability and Accountability Act was enacted by the U.S. Congress in 1996. The act provides a privacy rule creating national standards to protect personal health information.

HVAC – Heating, ventilation and air conditioning

XII. GLOSSARY OF TERMS (cont'd)

IC3 – Internet and Computing Core Certification

IDEA – Individuals with Disabilities Education Act

IEP – Individualized Education Plan

Independent Audit – An audit conducted by certified public accounting (CPA) auditors who are independent of the District.

Initiatives – The District's energetic reform agenda designed to improve academic achievement and student wellness.

Instruction – The activities dealing directly with the teaching of students or improving the quality of teaching.

Internal Control – The development and management of the accounting system regarding: (1) the safeguarding of assets against loss from unauthorized use or disposition; and (2) the reliability of financial records for preparing financial statements and maintaining accountability over assets.

Internal Service Fund – A fund established to finance and account for services and commodities furnished by one department to another department within the same governmental unit on a cost-reimbursement basis.

JCLC – JROTC Cadet Leadership Challenge

Lapse Restriction – An account that reduces appropriated salary funds by the amount of expected or realized savings related to vacant positions.

LEA – Local Education Agency

Liability – Debt or other legal obligations resulting from past transactions which must be liquidated, renewed or refunded at some future date.

Line Item – An account for recording specific revenues or expenditures within a fund or function; several "line item" accounts may be summarized in an expenditure category or "major object."

LPN – Licensed Practical Nurse

M/DWBEs – Minority and Disadvantage Women Business Enterprises. A Disadvantaged/Minority/Women Business Enterprise is a for-profit small business concern, as defined in 49 CFR, Parts 23 and 26 owned by: a citizen or lawful permanent resident of the United States who is a minority, a woman or disadvantaged individual that represents themselves to be members of their designated group and possess majority ownership and control of a small business enterprise. The purpose of most local government D/M/WBE programs is to increase participation by disadvantaged, minority, and women-owned business enterprise firms in the purchase of goods and services.

Maintenance of Effort – (T.C.A. § 49-2-203; T.C.A. § 49-3-314) No local government can reduce its budgeted amount of local revenue for schools unless there is a decrease in student enrollment.

XII. GLOSSARY OF TERMS (cont'd)

Major Funds – The District defines a major fund as one that is equal to either more than: 10% of total appropriated revenues or 10% of total appropriated expenditures. The General Fund, Capital Projects and the Categorically-Aided Funds are major funds and the non-major funds are the Food Service Fund and the Internal Service Funds.

M.A.P.S. – Media Arts and Public Service

MCAS – Microsoft Certified Application Specialist

MEA – Memphis Education Association

Memorandum of Understanding (MOU) – A negotiated agreement between Memphis City Schools and various bargaining units regarding policies, procedures or labor compensation.

MET – Measures of Effective Teaching

Middle School – A school offering education to students spanning both elementary and secondary levels. Memphis City Schools includes students in grades 6, 7 and 8.

Mill – One thousandth. Used to calculate a tax levied on real estate. (One mill = .001)

Millage Rate – The rate or percentage applied to the proposed assessed value to determine the taxes owed during the year. One mill is one thousandth. The calculation is .001 multiplied by the assessed value of the home. One mill will cost a homeowner of a \$100,000 home \$100 per year in tax.

MINACT – Minorities in Action

Mission – A clear, concise statement of broad purpose for a department or division.

MMBC – Mid-South Minority Business Council

Modified Accrual Accounting – A basis of accounting, required for use by governmental funds, in which revenues are recognized in the period in which they become available and measurable and expenditures are recognized at the time a liability is incurred pursuant to appropriation authority.

MOS – Microsoft Office Specialist

MSA – Metropolitan statistical areas are larger geographic areas than cities, as defined by the Census Bureau.

Municipality – A political unit, such as a city, town or village, incorporated for local self-government; a body of officials appointed to manage the business of a local political unit.

NAMM – National Association of Music Merchants

NCLB – No Child Left Behind. NCLB was implemented during the 2002-2003 school year. It requires schools to have 100 percent proficiency among students in math, reading and language arts by 2014. They must also meet graduation and attendance standards.

NDD (status) – The progress of students in this school was "not detectably different" (NDD) from the progress of students in the average school in the state.

XII. GLOSSARY OF TERMS (cont'd)

Normal Curve Equivalent (NCE) – Normal Curve Equivalent is the mapping of percentile data into corresponding points in a normal distribution. The purpose is to enable data to be analyzed consistent with the Value-Added Report and the Achievement Report on the Report Card.

Norm Referenced Tests (NRT) – Gives a comparison of student performance in five content areas against a national norm group of students taking a similar test. The expectation is that the average score for a school or school system will be at the national average.

Number of Students – Average daily count of students enrolled, which is generally referred to as the Average Daily Membership or ADM. The ADM is used to determine the amount of State funding each system receives.

OAG – Overage-for-Grade

Object code – A budget or accounting category that defines the resources to be applied to specific types of inputs such as personnel, travel, tools or supplies.

Objective – A measurable statement of the actual results that a program expects to achieve in support of a stated goal.

Observed Score – A student's observed score is the score reported for the student when he or she was tested.

OPEB (Other Post-Employment Benefits) – Retired employees of the District receiving benefits through the District's program may participate in post-employment benefits.

Operating Budget – A plan of current expenditures and the proposed means of financing them; the annual appropriation to maintain the provision of Memphis City Schools' educational services to the City of Memphis.

OPT – Official Practice Test

OSHA (Occupational Safety and Health Administration) – Monitors the adherence of Federal health and safety regulations in the workplace in order to reduce job injuries.

Other objects – Amounts paid for goods and services not otherwise classified above.

PBIS – Positive Behavior Intervention and Supports

Per Pupil Expenditure (Local, State and Federal) – Total current operating expenditures on a per pupil basis. Some examples are instructional materials, maintenance, and transportation.

Performance Measures – Data collected to determine how well a service center, function or program is achieving its goals and objectives.

POS – Programs of Study

Position Control Budget – The number of authorized positions funded by the Operating Budget.

Predicted Score – A student's predicted score is an expected score, based on his or her performance on previous tests, assuming the student is in the average school in the state.

XII. GLOSSARY OF TERMS (cont'd)

Professional services – Services, which by their nature, can be performed only by persons or firms with specialized skills and knowledge. Services are purchased to operate, repair, maintain and rent property owned or used by the District. These services are performed by persons other than District employees. While a product may or may not result from the transaction, the primary reason for the purchase is the service provided.

Program – A specific and distinguishable unit of work or service performed.

Program Budget – A budget wherein expenditures are based primarily on programs of work and secondarily on character and object. A program budget further defines function to subject area when necessary.

Promotion – Those students who are promoted to the next grade each year.

Property maintenance services – Amounts paid for repairs and maintenance for equipment not covered by Board contract, rental fees and utilities for all locations in the District.

Proprietary Funds – Funds used to account for the District's ongoing activities that are similar to businesses found in the private sector. These funds are considered self-supporting in that the services rendered by them are generally financed through user charges or on a cost reimbursement basis. The District has one type of Proprietary Fund – the Internal Service Fund.

PSC – Pupil Service Center

QSCB – Qualified School Construction Bond

QZAB – Quality Zone Academy Bonds

REA – Research, Evaluation & Assessment

Resolution – An official enactment by the Board of Commissioners to establish legal authority for Memphis City School officials to obligate or to expend funds.

Revenue – Funds that the District receives as income to support expenditures.

Risk Management – The group manages a program for Memphis City Schools' employees who may have been injured or become ill because of their jobs.

RN – Registered Nurse

R.O.T.C. – Reserve Officer Training Corps

SACS – Southern Association of Colleges and Schools accredits elementary, middle and high schools based on rigorous standards for school improvement that focus on student performance.

Salaries – Amounts paid to both permanent and temporary District employees, including personnel substituting for those in permanent positions. This includes gross salary for personnel services rendered while on the payroll of the District.

School – A division of the school system consisting of a group of pupils composed of one or more teachers to give instruction of a defined type and housed in a school plant of one or more buildings.

XII. GLOSSARY OF TERMS (cont'd)

SEIU – Service Employees International Union

Senior High School – A school offering the final years of high school work necessary for graduation; invariably preceded by a middle school in the same systems. Memphis City Schools' grade structure currently includes students in grades 9 through 12.

SFSF – State Fiscal Stabilization Fund

Single Audit Act – The Federal law requiring a comprehensive District-wide audit of all Federal financial assistance.

Site-based budgeting – School-based budgeting (SBB) is the facilitative arm of school-based management (SBM), which shifts decision-making responsibilities from the District office to principals, teachers and community members.

SNAP – State and National Archival Partnership

Special Revenue Funds – A fund used to account for the proceeds of specific revenue sources that are legally restricted to expenditures for specified purposes.

SPEDs – Special education centers

Suspension – A student who is not allowed to attend school for a period of time not greater than ten days and remains on the school rolls.

SSZ – Striving School Zone

Statute – A written law passed by the State legislature enacted to prescribe conduct, appropriate public monies and, in general, promote the public welfare.

STEM – Science, Technology, Engineering and Math

Student-Body Activities – Services for public school pupils, such as interscholastic athletics, entertainments, publications, clubs, band and orchestra, that are managed or operated by the student body under the guidance and direction of an adult and are not part of the regular instructional program.

Summer School – The name applied to the school session carried on during the period between the end of the regular school term and the beginning of the next regular school term. Tuition is charged to participants of a summer school program.

Supplies – The account class that includes articles and items that are consumed or materially altered when used by operating activities, such as office supplies, maintenance parts and minor equipment.

Supplies & materials – Amounts paid for items that are consumed, worn out or items that lose their identity through fabrication or incorporation into different or more complete units or substances.

SWD – Students with disabilities

T&I – Trade and Industrial Education

TACIR – Tennessee Advisory Commission on Intergovernmental Relations

XII. GLOSSARY OF TERMS (concl'd)

Target School/School System – A target school/school system is one that missed a federal benchmark in at least one area for the first year. There are no sanctions/penalties for target schools/systems. The Department of Education offers technical assistance to help keep target schools/systems from becoming high priority schools/systems.

TCA – Tennessee Code Annotated (Tennessee Statutory Law)

Teacher Permits – A permit is permission granted to a local school system to employ temporarily a degreed individual who does not hold a valid license when the school system is unable to obtain the services of a qualified teacher for the grade or subject area in which a vacancy exists.

Teacher Waivers – The teacher is licensed but teaching out of his or her field because no other certified teacher is available to teach that subject.

TEI – Teacher Effectiveness Initiative

Title I – Federally funded programs in high poverty schools that target children with low achievement.

TNTP – The New Teacher Project

Travel - Costs of transportation, meals, lodging and other expenses associated with traveling on business for the District.

TSA – Technology Student Association

UAW – United Auto Workers

USC – The United States Code is the general and permanent federal Law of the United States.

Value-Added – Value-added measures student progress within a grade and subject, which demonstrates the influence the school has on the students' performance. This reporting provides diagnostic information for improving educational opportunities for students at all achievement levels.

WFTEADA – Weighted Full-time Equivalency Average Daily Attendance. When calculating the weighted full time equivalent average daily attendance (WFTEADA), an average is used of the highest two months of the first three months for grades K-12 average daily attendance. The State Department of Education applies unique weights to each K-12 grade level, each vocational program coursework, and special education students based on the high level of service required in the self contained classrooms. This weight is multiplied on the average enrollment to determine the WFTEADA enrollment. The WFTEADA for each local education agency (LEA) within a county is then given a percentage or split of the total county WFTEADA. All county revenues are then allocated to each LEA based on their district's percentage for that school year.

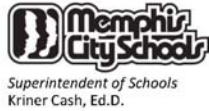
WFTEADM – Weighted Full-time Equivalency Average Daily Membership

WTSBOA – West Tennessee School Band and Orchestra Association

XIII. ADDITIONAL BUDGET INFORMATION

A. BUDGET RESOLUTION

The Proposed Budget was approved on the consent agenda at the Regular Meeting of the Shelby County Board of Commissioners, June 26, 2012.



Office of the Superintendent
Breakthrough Leadership. Breakthrough Results.

Board Item
Office of the Superintendent of Schools
Board Meeting of June 26, 2012

June 8, 2012

TO: Shelby County Board of Education
FROM: Kriner Cash, Ed.D., Superintendent of Schools
SUBJECT: 2012-2013 Budget Resolution
STRATEGIC GOAL: Accountability
ALIGNMENT

Background and Rationale:

The 2012-13 General Fund Budget totaling \$901,799,827 is being recommended for approval by the Board. Per resolution, the Council of the City of Memphis approved a Maintenance of Effort contribution of \$64,819,307, which may be adjusted if it is determined that the District's Average Daily Membership for the purposes of the fiscal year 2012-13 MOE Test 2 calculation is different than 104,409. A balanced budget is being presented which includes an additional use of fund balance of \$3,588,535, for a total of \$33,588,535. This recommended budget is aligned to the Mission, Vision, Core Beliefs and Commitments, and the Strategic Reform Agenda for the Memphis City Schools.

Budgets for other funds, as presented to the Board are also being recommended for approval as follows:

- Capital Improvement Project Fund 2 expenditure budget of \$48,340,664
- Non-federal Fund 4 (local grants) expenditure budget of \$33,718,491
- Nutrition Service Fund 5 budget of \$71,186,000
- Federal Programs Fund 6 budget of \$131,600,217
- Internal Service Funds budget of \$2,446,492

Attachment

Recommended: That the Shelby County Board of Education approves the Fiscal Year 2012-13 General Fund Budget of \$901,799,827.

Recommended: That the Shelby County Board of Education approves the Fiscal Year 2012-13 CIP Fund 2 Budget of \$48,340,664; the Non-federal Fund 4 budget of \$33,718,491; the Nutrition Service Fund 5 budget of \$71,186,000; the Federal Programs Fund 6 budget of \$131,600,217; and the Internal Service Fund budget of \$2,446,492.

**XIII. ADDITIONAL BUDGET INFORMATION (cont'd)****B. INITIAL TO PROPOSED BUDGET RECONCILIATION**

**MEMPHIS CITY SCHOOLS
INITIAL TO PROPOSED BUDGET RECONCILIATION
FISCAL YEAR 2012 - 2013**

FISCAL YEAR 2012-13 TOTAL SOURCE OF FUNDS **\$ 901,799,827**

Total Source of Funds **\$ 901,799,827**

FISCAL YEAR 2012-13 INITIAL EXPENDITURES **\$ 901,799,827**

Additions:

Charter Schools		\$ 1,037,154	
2.5% State COLA			
- Certificated	\$ 12,015,922		
- Classified	<u>3,200,257</u>	15,216,179	
Northwest Region Grade Reconfiguration		<u>446,942</u>	16,700,275

Reductions:

Health Insurance Adjustment	(9,963,712)	
Textbooks - Additional funding from Fiscal Year 2011-12	(2,594,214)	
Lapse-time	<u>(4,142,349)</u>	(16,700,275)

Total Expenditures **\$ 901,799,827**

**XIII. ADDITIONAL BUDGET INFORMATION (concl'd)****C. PROPOSED TO ADOPTED BUDGET RECONCILIATION**

**MEMPHIS CITY SCHOOLS
PROPOSED TO ADOPTED BUDGET RECONCILIATION
FISCAL YEAR 2012 - 2013**

FISCAL YEAR 2012-13 TOTAL SOURCE OF FUNDS	\$ 901,799,827
Reductions:	
City of Memphis: Maintenance of Effort - Per Pupil (Test 2)	(3,588,535)
Additions:	
Planned Use of Fund Balance	<u>3,588,535</u>
Total Source of Funds	<u>\$ 901,799,827</u>
 FISCAL YEAR 2012-13 EXPENDITURES	 <u>\$ 901,799,827</u>

Note: Because the City of Memphis uses the second level test (per pupil) for maintenance of effort to fund the District, the revenue budgeted for the City of Memphis increased due to an increase in the District's average daily membership (ADM) and the planned used of fund balance decreased from the original amount of \$33,588,535 to \$33,529,060. The District received its final BEP estimate (which includes ADM) after the budget was adopted.

XIV. HELPFUL LINKS

American Federation of State, County and Municipal Employees, AFL-CIO

<http://www.afscme.org/>

Board of Education Policies

<http://www.mcsk12.net/policy/policy.asp?t=1>

City of Memphis

<http://www.memphistn.gov>

Greater Memphis Chamber

<http://www.memphischamber.com>

Memphis City Schools

<http://www.mcsk12.net>

Memphis City Schools - Facebook

<http://www.facebook.com/MemphisCitySchools>

Memphis Education Association

<http://www.gomea.com/>

Service Employees International Union, Local 205

<http://www.seiu205.org/>

Shelby County Board of Education

<http://www.scsboard.org>

Shelby County Government

<http://shelbycountyttn.gov>

Shelby County Schools

<http://www.scsk12.org>

Teach Memphis

<http://www.teachmemphis.org>

Tennessee Department of Education

<http://www.state.tn.us/education/>

Tennessee State Report Card

<http://www.tn.gov/education/reportcard>

Tennessee Department of Education TVAAS web page:

<https://tvaas.sas.com/evaas/welcome.jsf>

The Commercial Appeal

<http://www.commercialappeal.com>

Transition Planning Commission

<http://www.shelbycountyttn.gov/index.aspx?NID=1992>

United Auto Workers

<http://www.uaw.org/>



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Commissioners

Chris Caldwell, Dr. Snowden Carruthers, Ernest Chism,
Joseph Clayton, Stephanie Gatewood, Diane George,
Tomeka Hart, Martavius Jones, Teresa Jones,
Vanecia Kimbrow, Sara Lewis,
Betty Mallott, Raphael McInnis, David Pickler,
Reinald Porter Jr., David Reaves,
Patrice J. Robinson,
Dr. Kenneth Whalum, Jr., Dr. Freda Williams,
Michael Wissman, and Kevin Woods

Billy Orgel, Chairman
Dr. Jeff Warren, Vice Chairman

Superintendent
Dr. Kriner Cash